

**POMONA VALLEY TRANSPORTATION AUTHORITY
REGULAR BOARD MEETING**

Wednesday, Aug 12, 2026

5:00 P.M.

**La Verne City Hall, Council Chambers
3660 D St, La Verne, CA 91750**

<u>ATT. NO.</u>	<u>SUGGESTED DISPOSITION</u>
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|----|---|-------------|
| 1. | Call to Order | |
| 2. | Oral - members of the public may address the Board on items of interest during this time
*Public Comment Time Limit 3 minutes, 1 comment per person | |
| 3. | Consent Calendar | Action |
| | A. Minutes (June 10th, 2026) | 3A |
| | B. Financial Statements | 3B |
| | C. Check Register | 3C |
| | D. Administrative Report | 3D |
| | E. Title IV Update | 3E |
| 4. | Operations Report
(Erika Jacquez, Sr. Program Manager) | Information |
| 5. | Feasibility Study
(Derek Fretheim, Agape Mobility) | Review |
| 8. | New Business | |
| 9. | Adjourn to next meeting
September 9th, 2026 | |

POMONA VALLEY TRANSPORTATION AUTHORITY

WEDNESDAY, June 10, 2025

REGULAR BOARD OF DIRECTORS MEETING MINUTES

Present:

Claremont

Corey Calaycay, Mayor

Kristin Mikula, Community Services Manager

La Verne

Rick Crosby, Councilmember

Danny Wu, Public Works

Pomona

Nora Garcia, Councilmember

Lindsay McElwain, Public Works

San Dimas

Emmett Badar, Mayor

Travis Sais, Assistant City Manager

PVTA

Nicole Carranza, CEO

Erika Jacquez, Senior Program Manager

Vanessa Nalbandian, Admin Manager

Susan Dominguez, Travel Trainer

1. Call to Order

Board Chair Rick Crosby called the meeting to order at 5:11 PM.

2. Oral - Members of the public may address the Board on items of interest during this time No members of the public were present

3. Consent Calendar

A. Minutes(April 8, 2026) 3A

B. Financial Statements 3B

C. Check Registry 3C

D. Administrative Report 3D

E. BMO Signer Verification Resolution

Action: The Board unanimously approved the consent calendar on a **MOTION** by Corey Calaycay, **SECONDED** by Nora Garcia.

4. Operations Report

Erika Jacquez Presenting:

Staff presented the April operations report and ridership data. Get About service remained within established revenue hour and budget limits and is projected to finish the fiscal year within budget. Staff reported that Claremont Dial-a-Ride ridership declined following the transition from Uber vouchers to the PVTA app, primarily due to slower adoption among student riders. In contrast, San Dimas Dial-a-Cab experienced modest

ridership growth after the transition, which staff attributed in part to rider education workshops and outreach efforts. Staff noted that May ridership trends have begun to stabilize for both programs and will continue to be monitored, particularly following the return of students in the fall. The Committee also discussed connections to regional transit services, promoting complementary transit options for students, and ongoing efforts to update the Pomona Group transportation agreement. Staff further provided a preliminary update on San Dimas Dial-a-Cab budget projections and explained that final revenue and operating cost projections are pending receipt of May billing data.

5. Amendment #2 Agape Contract

Action: The motion to approve amendment #2 was **MOVED** by Corey Calaycay and **SECONDED** by Emmett Badar.

Nicole Carranza and staff requested approval to amend the existing contract with Agape Mobility to provide three additional services: assistance with developing the upcoming transportation services RFP, creation of an agency-owned operations data dashboard, and staff training and support related to the responsible use of artificial intelligence. The dashboard would consolidate data from multiple programs and reporting systems, reduce reliance on manual spreadsheets, and allow staff to more efficiently prepare reports for the Board, funding agencies, and other stakeholders. Staff confirmed that PVTa would own the dashboard and would not be subject to an ongoing subscription fee. The AI component would include policy and risk considerations, staff training, and individual projects designed to produce practical tools for agency operations. The feasibility study is expected to be presented to the Board in August, with the related RFP anticipated for consideration in September. Following discussion, the Board approved Amendment No. 2 to the Agape Mobility contract.

Action: The Board unanimously approved Amendment No. 2 to the Agape Mobility contract, on a **MOTION** by Corey Calaycay, **SECONDED** by Emmet Badar.

6. FY27 Proposed Budget Update

Action: The motion to approve the FY 2026-27 Final Budget was **MOVED** by Emmett Badar and **SECONDED** by Corey Calaycay.

Nicole Carranza and staff presented the final FY 2026-27 budget, noting minor revisions to the preliminary budget. Adjustments included reducing projected regional (Proposition A) funding to a more conservative level and using a portion of the Board-approved reserve to offset increases in member city costs while maintaining the required reserve balance. Capital vehicle purchases were deferred to a future fiscal year due to the current fleet size and the delayed transition to zero-emission vehicles. Staff also discussed ridership and cost projections for San Dimas Dial-a-Cab and noted that service trends will be closely monitored throughout the year. Staff committed to providing regular updates to member agencies and, if necessary, recommending service adjustments to keep costs within budget.

Action: The Board unanimously approved the FY 2026-27 Final Budget.

7. PVTa Board Election

Action: The motion to approve the FY 2026-27 Board Chair and Vice Chair appointments was **MOVED** by Rick Crosby and **SECONDED** by Nora Garcia.

Staff presented the historical rotation schedule for Board officer appointments and noted that the Board could either continue the established rotation or make changes as desired. Following discussion, the Board approved the FY 2026-27 Board officer appointments with Nora Garcia serving as Chair, Emmett Badar serving as Vice Chair, Rick Crosby remaining as Treasurer, the PVTa serving as Secretary, and Corey Calaycay serving as the CJPIA Representative.

Action: The motion carried unanimously.

8. New Business

Staff announced a proposed special Board meeting on September 9 to present the transportation services Request for Proposals (RFP) following the presentation of the feasibility study in August. Staff also introduced Amina Wolf, Transdev's new Regional Director of Operations for the Southwest Region. Ms. Wolf shared that she recently relocated from Minnesota, has more than 30 years of experience in the public transit industry, and looks forward to working with PVRTA and supporting transit operations in the region.

9. Adjournment at 5:50 PM to the next regular meeting

Wednesday, August 12, 2026



August 4, 2026

MEMORANDUM

To: Pomona Valley Transportation Authority

From: Vanessa Nalbandian, Administrative Manager

Subject: **Financial Statement - FY26 YTD through May 2026**

Attached is a copy of PVTA's financial statements for FY 2026 YTD through May 2026. The profit and loss statement displays revenues and expenses for the current fiscal year to date for each program/type:

- Get About
- PVTA Administration
- Claremont Dial-A-Ride
- San Dimas Dial-A-Cab
- Pomona Group

GET ABOUT

Profit and Loss
July, 2025-May, 2026

	Total
Income	
40100 Passenger Fares	75,324.62
Total for Income	\$75,324.62
Cost of Goods Sold	
51100 Purchased Transportation (Contract-Cab)	\$107.73
51200 Incentives	7,130.00
51210 Ready Now 5310	59,150.91
51220 Ready Now 5317	265,474.01
51300 Vehicle Maintenance	2,160.00
51500 Contract Van	2,663,466.16
Total for 51100 Purchased Transportation (Contract-Cab)	\$2,997,488.81
Total for Cost of Goods Sold	\$2,997,488.81
Gross Profit	-\$2,922,164.19
Expenses	
51110 Administrative Expenses	450,230.31
51610 Printing	3,165.86
Total for Expenses	\$453,396.17
Net Operating Income	-\$3,375,560.36
Other Income	
45200 Local Cities Prop A Subsidy	
45201 Prop A Subsidy- Claremont	332,439.00
45202 Prop A Subsidy- La Verne	452,461.00
45203 Prop A Subsidy- Pomona	2,035,460.00
45204 Prop A Subsidy- San Dimas	249,253.00
45210 Prop A Subsidy- Discretionary	698,039.25
Total for 45200 Local Cities Prop A Subsidy	\$3,767,652.25
45300 New Freedom 5310	62,644.10
45310 New Freedom 5317	51,295.23
Total for Other Income	\$3,881,591.58
Net Other Income	\$3,881,591.58
Net Income	\$506,031.22

CLAREMONT DIAL A RIDE & GROUP

Profit and Loss
July, 2025-May, 2026

	Total
Income	
40100 Passenger Fares	75,808.42
Total for Income	\$75,808.42
Cost of Goods Sold	
51100 Purchased Transportation (Contract-Cab)	\$606,760.50
51205 Penalties- Cab	-4,000.00
51510 Group Service- Van	53,642.57
Total for 51100 Purchased Transportation (Contract-Cab)	\$656,403.07
Total for Cost of Goods Sold	\$656,403.07
Gross Profit	-\$580,594.65
Expenses	
50110 Administrative	25,969.86
51110 Administrative Expenses	142,446.59
51120 Professional Services	34,618.06
51590 Materials & Supplies	59.98
51600 Travel & Conference	1,463.75
51610 Printing	2,221.35
51630 Publicity & Advertising	162.00
Total for Expenses	\$206,941.59
Net Operating Income	-\$787,536.24
Other Income	
45200 Local Cities Prop A Subsidy	
45201 Prop A Subsidy- Claremont	641,943.00
Total for 45200 Local Cities Prop A Subsidy	\$641,943.00
Total for Other Income	\$641,943.00
Net Other Income	\$641,943.00
Net Income	-\$145,593.24

SAN DIMAS DIAL A CAB

Profit and Loss
July, 2025-May, 2026

	Total
Income	
40100 Passenger Fares	22,947.60
Total for Income	\$22,947.60
Cost of Goods Sold	
51100 Purchased Transportation (Contract-Cab)	226,592.86
Total for Cost of Goods Sold	\$226,592.86
Gross Profit	-\$203,645.26
Expenses	
51110 Administrative Expenses	50,759.95
51610 Printing	2,221.35
51630 Publicity & Advertising	300.00
Total for Expenses	\$53,281.30
Net Operating Income	-\$256,926.56
Other Income	
45200 Local Cities Prop A Subsidy	
45204 Prop A Subsidy- San Dimas	194,705.00
45210 Prop A Subsidy- Discretionary	54,143.50
Total for 45200 Local Cities Prop A Subsidy	\$248,848.50
Total for Other Income	\$248,848.50
Net Other Income	\$248,848.50
Net Income	-\$8,078.06

POMONA GROUP

Profit and Loss
July, 2025-May, 2026

	Total
Income	
40100 Passenger Fares	435.68
Total for Income	\$435.68
Cost of Goods Sold	
51100 Purchased Transportation (Contract-Cab)	
51206 Penalties- Van	-750.00
51510 Group Service- Van	19,884.67
Total for 51100 Purchased Transportation (Contract-Cab)	\$19,134.67
Total for Cost of Goods Sold	\$19,134.67
Gross Profit	-\$18,698.99
Expenses	
51110 Administrative Expenses	3,657.36
Total for Expenses	\$3,657.36
Net Operating Income	-\$22,356.35
Other Income	
45200 Local Cities Prop A Subsidy	
45203 Prop A Subsidy- Pomona	88,740.00
45210 Prop A Subsidy- Discretionary	2,232.50
Total for 45200 Local Cities Prop A Subsidy	\$90,972.50
Total for Other Income	\$90,972.50
Net Other Income	\$90,972.50
Net Income	\$68,616.15

PVTA ADMINISTRATION

Profit and Loss
July, 2025-May, 2026

	Total
Income	
Cost of Goods Sold	
51100 Purchased Transportation (Contract-Cab)	
51200 Incentives	1,705.80
Total for 51100 Purchased Transportation (Contract-Cab)	\$1,705.80
Total for Cost of Goods Sold	\$1,705.80
Gross Profit	-\$1,705.80
Expenses	
50100 Administrator (Nicole)	\$93,481.96
50105 Comp Absences Vacation Administrator (Nicole)	8,772.48
50106 Comp Absences Sick Administrator (Nicole)	9,690.84
Total for 50100 Administrator (Nicole)	\$111,945.28
50110 Administrative Manager (Andrew/Vanessa)	\$52,231.74
50115 Comp Absences Vacation Admin Manager (Andrew/Vanessa)	3,455.36
50116 Comp Absences Sick Admin Manager (Andrew/Vanessa)	1,550.74
Total for 50110 Administrative Manager (Andrew/Vanessa)	\$57,237.84
50120 Program Manager (Erika)	\$73,780.00
50125 Comp Absences Vacation Program Manager (Erika)	7,915.84
50126 Comp Absences Program Manager Sick (Erika)	4,908.80
Total for 50120 Program Manager (Erika)	\$86,604.64
50130 Senior Analyst (Diana)	\$58,532.13
50135 Comp Absences Vacation Senior Analyst (Diana)	11,025.92
50136 Comp Absences Sick Senior Analyst (Diana)	710.21
Total for 50130 Senior Analyst (Diana)	\$70,268.26
50140 Travel Trainer (Sara/Susan)	\$59,430.37
50145 Comp Absences Vacation Travel Trainer (Sara/Susan)	3,936.08
50146 Comp Absences Sick Travel Trainer (Sara/Susan)	2,430.10
Total for 50140 Travel Trainer (Sara/Susan)	\$65,796.55
50200 Benefits & Taxes	\$2,455.56
50210 Health Insurance	58,081.10
50220 PERS	94,265.09
50230 FICA	5,588.72
50240 State Disability Insurance (SDI)	4,795.30
50245 50245 State Unemployment Tax (SUI)	600.77
Total for 50200 Benefits & Taxes	\$165,786.54

PVTA ADMINISTRATION

Profit and Loss
July, 2025-May, 2026

	Total
51120 Professional Services	\$89,949.97
51124 Accounting Services	37,338.07
51125 Audit	24,850.00
51560 Legal Services	9,765.00
Total for 51120 Professional Services	\$161,903.04
51130 Rent & Utilities	47,662.97
51140 Office Supplies	3,055.04
51150 Postage	921.36
51580 Equip Rent & Maintenance	968.33
51590 Materials & Supplies	305.77
51600 Travel & Conference	2,775.63
51620 Telephone	11,236.27
51630 Publicity & Advertising	5,150.38
51640 Insurance	31,961.00
51650 Software	10,417.19
51680 Miscellaneous Expense	2,952.48
51690 Bank Services and Fees	3,345.44
51700 ADP	3,729.82
Total for Expenses	\$844,023.83
Net Operating Income	-\$845,729.63
Other Income	
45100 Interest Income	85,754.17
45300 New Freedom 5310	147,117.03
45400 Admin Service Revenue	647,094.21
45900 Miscellaneous Income	4,430.00
45910 Telephone revenue	3,000.00
Total for Other Income	\$887,395.41
Net Other Income	\$887,395.41
Net Income	\$41,665.78



August 4, 2026

MEMORANDUM

To: Pomona Valley Transportation Authority

From: Vanessa Nalbandian, Administrative Manager

Subject: **Check Register – FY2026 YTD**

Attached is a copy of PVTA's check register for FY26 year-to-date. This report lists every check written by PVTA for the period indicated. Each service has a separate General Ledger and Accounts Payable, therefore a separate check register. Due to ongoing attempts to collect outstanding invoices, this month's register is not divided by program, but rather listed completely.

General Administration costs like office rent, office supplies, and telephone are paid through the Pomona Valley Transportation fund, and then allocated to each service by journal entry.

The columns on the Check Register Report are:

- ☐ Account – General Ledger account number for the PVTA checking accounts.
- ☐ Transaction ID – Internal recorded payment number
- ☐ Date – Date payment was written or processed
- ☐ Transaction Type - Payment method
- ☐ Num – Check Number
- ☐ Name – the payee of the payment; vendor name
- ☐ Net Amount – the amount the check was written for; if more than one check was written for a vendor there will be a vendor subtotal also listed.

Check Detail Report
Pomona Valley Transportation Authority
July 1, 2025 - March 31, 2026

Transaction Date	Transaction type	Num	Name	Memo/Description	Cleared	Amount
10105 Cash - Checking BMO						
2447						
07/01/2025	Bill Payment (Check)	14367	Everon	Security	Reconciled	-27.25
07/01/2025	Bill Payment (Check)	14367	Everon			-27.25
2459						
07/01/2025	Bill Payment (Check)	14368	CALIFORNIA JPIA	JPIA Insurance	Reconciled	-31,961.00
07/01/2025	Bill Payment (Check)	14368	CALIFORNIA JPIA			-31,961.00
2466						
07/01/2025	Bill Payment (Check)	14371	TOUCH TEL MOBILE	Radio	Reconciled	-800.00
07/01/2025	Bill Payment (Check)	14371	TOUCH TEL MOBILE			-800.00
3233						
07/01/2025	Bill Payment (Check)	Jul PVT pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,292.03
07/01/2025	Bill Payment (Check)	Jul PVT pmt	BLUE SHIELD OF CALIFORNIA			-4,292.03
3235						
07/01/2025	Bill Payment (Check)	Jul TVL pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
07/01/2025	Bill Payment (Check)	Jul TVL pmt	BLUE SHIELD OF CALIFORNIA			-630.73
3237						
07/01/2025	Bill Payment (Check)	Jul MBL pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
07/01/2025	Bill Payment (Check)	Jul MBL pmt	BLUE SHIELD OF CALIFORNIA			-630.73
2668						
07/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-4,043.90
07/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-4,043.90
2671						
07/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
07/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
2636						

2639	07/06/2025	Bill Payment (Check)	14382	Everon	Security	Reconciled	-27.25
	07/06/2025	Bill Payment (Check)	14382	Everon			-27.25
2695	07/09/2025	Bill Payment (Check)	14383	TRANSTRACK SYSTEMS, INC.	Software	Reconciled	-4,863.00
	07/09/2025	Bill Payment (Check)	14383	TRANSTRACK SYSTEMS, INC.			-4,863.00
2624	07/11/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	07/11/2025	Bill Payment (Check)	ACH	ADP			-144.82
2625	07/14/2025	Bill Payment (Check)	14375	RAMS	Audit	Reconciled	-4,765.00
	07/14/2025	Bill Payment (Check)	14375	RAMS			-4,765.00
2626	07/14/2025	Bill Payment (Check)	14376	LSL	Accounting	Reconciled	-6,871.50
	07/14/2025	Bill Payment (Check)	14376	LSL			-6,871.50
2627	07/14/2025	Bill Payment (Check)	14377	LSL	Accounting	Reconciled	-50,000.00
	07/14/2025	Bill Payment (Check)	14377	LSL			-50,000.00
2673	07/14/2025	Bill Payment (Check)	14378	Vincent C. Ewing	Legal	Reconciled	-1,610.00
	07/14/2025	Bill Payment (Check)	14378	Vincent C. Ewing			-1,610.00
2675	07/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-131.06
	07/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.06
2630	07/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-904.85
	07/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-904.85
2697	07/18/2025	Bill Payment (Check)	14380	CALIFORNIA DIGITAL SYSTEM	Equipment Rent & Maintenance	Reconciled	-15.00
	07/18/2025	Bill Payment (Check)	14380	CALIFORNIA DIGITAL SYSTEM			-15.00
	07/18/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	07/18/2025	Bill Payment (Check)	ACH	ADP			-144.82

2690	07/21/2025	Bill Payment (Check)	ACH	BMO Credit Card	June 2025 Credit Card Payment	Reconciled	-1,856.11
	07/21/2025	Bill Payment (Check)	ACH	BMO Credit Card			-1,856.11
2693	07/22/2025	Expense		BMO	BMO Account Service Charge	Reconciled	-167.42
	07/22/2025	Expense		BMO			167.42
2603	07/23/2025	Bill Payment (Check)	14372	Transdev	Transit Operations	Reconciled	-509,313.04
	07/23/2025	Bill Payment (Check)	14372	Transdev			-509,313.04
2604	07/23/2025	Bill Payment (Check)	14373	Transdev	Transit Operations	Reconciled	-412,915.70
	07/23/2025	Bill Payment (Check)	14373	Transdev			-412,915.70
2605	07/23/2025	Bill Payment (Check)	14374	Transdev	Transit Operations	Reconciled	-392,290.94
	07/23/2025	Bill Payment (Check)	14374	Transdev			-392,290.94
2664	07/25/2025	Bill Payment (Check)	ACH	CalPERS- vendor	CalPERS	Reconciled	-1,467.00
	07/25/2025	Bill Payment (Check)	ACH	CalPERS- vendor			-1,467.00
2665	07/25/2025	Bill Payment (Check)	ACH	CalPERS- vendor	CalPERS	Reconciled	-59,163.00
	07/25/2025	Bill Payment (Check)	ACH	CalPERS- vendor			-59,163.00
2711	07/28/2025	Bill Payment (Check)	14384	Susan Dominguez	Reimbursement	Reconciled	-15.00
	07/28/2025	Bill Payment (Check)	14384	Susan Dominguez			-15.00
2707	07/31/2025	Bill Payment (Check)	14385	Susan Dominguez	Reimbursement	Reconciled	-9.43
	07/31/2025	Bill Payment (Check)	14385	Susan Dominguez			-9.43
2709	07/31/2025	Bill Payment (Check)	14386	LANGUAGE LINE SERVICES	Translations	Reconciled	-656.15
	07/31/2025	Bill Payment (Check)	14386	LANGUAGE LINE SERVICES			-656.15
2715	07/31/2025	Bill Payment (Check)	14387	LSL	Accounting	Reconciled	-1,729.00

2721	07/31/2025	Bill Payment (Check)	14387	LSL				-1,729.00
	07/31/2025	Bill Payment (Check)	14390	CALIFORNIA DIGITAL SYSTEM	Equipment Rent & Maintenance	Reconciled		-368.21
2713	07/31/2025	Bill Payment (Check)	14390	CALIFORNIA DIGITAL SYSTEM				-368.21
	08/01/2025	Bill Payment (Check)	14388	CLAREMONT CHAMBER OF COMMERCE	Membership Dues	Reconciled		-325.00
2762	08/01/2025	Bill Payment (Check)	14388	CLAREMONT CHAMBER OF COMMERCE				-325.00
	08/01/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled		-4,043.90
2772	08/01/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES				-4,043.90
	08/01/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled		-904.85
2988	08/01/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.				-904.85
	08/01/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled		-258.75
3239	08/01/2025	Bill Payment (Check)	ACH	BMO Credit Card				-258.75
	08/01/2025	Bill Payment (Check)	Aug PVT pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled		-4,192.04
3241	08/01/2025	Bill Payment (Check)	Aug PVT pmt	BLUE SHIELD OF CALIFORNIA				-4,192.04
	08/01/2025	Bill Payment (Check)	Aug MBL pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled		-630.73
3243	08/01/2025	Bill Payment (Check)	Aug MBL pmt	BLUE SHIELD OF CALIFORNIA				-630.73
	08/01/2025	Bill Payment (Check)	Aug TVL pmt	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled		-630.73
2717	08/01/2025	Bill Payment (Check)	Aug TVL pmt	BLUE SHIELD OF CALIFORNIA				-630.73
	08/03/2025	Bill Payment (Check)	14389	Everon	Security	Reconciled		-27.25
2763	08/03/2025	Bill Payment (Check)	14389	Everon				-27.25
	08/05/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled		-349.00
2765	08/05/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE				-349.00

2770	08/08/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	08/08/2025	Bill Payment (Check)	ACH	ADP			-144.82
2727	08/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-131.06
	08/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.06
2768	08/20/2025	Bill Payment (Check)	14391	Mobility Advancement Group	Consulting	Reconciled	-9,625.00
	08/20/2025	Bill Payment (Check)	14391	Mobility Advancement Group			-9,625.00
2760	08/21/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled	-123.87
	08/21/2025	Bill Payment (Check)	ACH	BMO Credit Card			-123.87
2774	08/22/2025	Expense		BMO		Reconciled	-352.38
	08/22/2025	Expense		BMO	BMO Bank Account Service Charge		352.38
2776	08/22/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	08/22/2025	Bill Payment (Check)	ACH	ADP			-144.82
2777	08/22/2025	Bill Payment (Check)	14392	CABCONNECT, INC.	Software	Reconciled	-2,400.00
	08/22/2025	Bill Payment (Check)	14392	CABCONNECT, INC.			-2,400.00
2778	08/22/2025	Bill Payment (Check)	14393	CABCONNECT, INC.	Software	Reconciled	-200.00
	08/22/2025	Bill Payment (Check)	14393	CABCONNECT, INC.			-200.00
2730	08/22/2025	Bill Payment (Check)	14394	Transdev	Transit Operations	Reconciled	-328,172.53
	08/22/2025	Bill Payment (Check)	14394	Transdev			-328,172.53
2803	08/26/2025	Bill Payment (Check)	ACH	CalPERS- vendor	CalPERS	Reconciled	-350.00
	08/26/2025	Bill Payment (Check)	ACH	CalPERS- vendor			-350.00
	08/31/2025	Bill Payment (Check)	14398	LANGUAGE LINE SERVICES	Translations	Reconciled	-46.97
	08/31/2025	Bill Payment (Check)	14398	LANGUAGE LINE SERVICES			-46.97

2805							
	08/31/2025	Bill Payment (Check)	14399	LSL	Accounting	Reconciled	-5,420.50
	08/31/2025	Bill Payment (Check)	14399	LSL			-5,420.50
2807							
	08/31/2025	Bill Payment (Check)	14400	Transdev	Transit Operations	Reconciled	-255,811.65
	08/31/2025	Bill Payment (Check)	14400	Transdev			-255,811.65
2809							
	08/31/2025	Bill Payment (Check)	14401	Transdev	Transit Operations	Reconciled	-575.00
	08/31/2025	Bill Payment (Check)	14401	Transdev			-575.00
2811							
	08/31/2025	Bill Payment (Check)	14402	Transdev	Transit Operations	Reconciled	-2,933.87
	08/31/2025	Bill Payment (Check)	14402	Transdev			-2,933.87
2813							
	08/31/2025	Bill Payment (Check)	14403	Transdev	Transit Operations	Reconciled	-14,704.41
	08/31/2025	Bill Payment (Check)	14403	Transdev			-14,704.41
2815							
	08/31/2025	Bill Payment (Check)	14404	Transdev	Transit Operations	Reconciled	-9,193.22
	08/31/2025	Bill Payment (Check)	14404	Transdev			-9,193.22
2817							
	08/31/2025	Bill Payment (Check)	14405	Transdev	Transit Operations	Reconciled	-13,524.70
	08/31/2025	Bill Payment (Check)	14405	Transdev			-13,524.70
2819							
	08/31/2025	Bill Payment (Check)	14406	Transdev	Transit Operations	Reconciled	-39,807.56
	08/31/2025	Bill Payment (Check)	14406	Transdev			-39,807.56
2783							
	09/01/2025	Bill Payment (Check)	14395	Vincent C. Ewing	Legal	Reconciled	-770.00
	09/01/2025	Bill Payment (Check)	14395	Vincent C. Ewing			-770.00
2786							
	09/01/2025	Bill Payment (Check)	14396	TOUCH TEL MOBILE	Radio	Reconciled	-800.00
	09/01/2025	Bill Payment (Check)	14396	TOUCH TEL MOBILE			-800.00
2861							
	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73

2862	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,192.04
2863	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-4,192.04
	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
2911	09/02/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	09/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
2914	09/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
	09/03/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-4,043.90
2784	09/03/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-4,043.90
	09/04/2025	Bill Payment (Check)	14397	CABCONNECT, INC.	Software	Reconciled	-400.00
2927	09/04/2025	Bill Payment (Check)	14397	CABCONNECT, INC.			-400.00
	09/05/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
2918	09/05/2025	Bill Payment (Check)	ACH	ADP			-144.82
	09/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-131.06
2921	09/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.06
	09/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-904.85
2923	09/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-904.85
	09/16/2025	Bill Payment (Check)	ACH	SVCS.	Postage	Reconciled	-95.58
2838	09/16/2025	Bill Payment (Check)	ACH	SVCS.			-95.58
	09/18/2025	Bill Payment (Check)	14407	Courier Printing, Inc.	Printing	Reconciled	-2,030.25
2840	09/18/2025	Bill Payment (Check)	14407	Courier Printing, Inc.			-2,030.25

2842	09/18/2025	Bill Payment (Check)	14408	Courier Printing, Inc.	Printing	Reconciled	-2,030.25
	09/18/2025	Bill Payment (Check)	14408	Courier Printing, Inc.			-2,030.25
2934	09/18/2025	Bill Payment (Check)	14409	Courier Printing, Inc.	Printing	Reconciled	-2,030.26
	09/18/2025	Bill Payment (Check)	14409	Courier Printing, Inc.			-2,030.26
2844	09/18/2025	Bill Payment (Check)	14413	Courier Printing, Inc.	Printing	Reconciled	-309.40
	09/18/2025	Bill Payment (Check)	14413	Courier Printing, Inc.			-309.40
2846	09/19/2025	Bill Payment (Check)	14410	WORKPLACE LANGUAGES	Translations	Reconciled	-191.10
	09/19/2025	Bill Payment (Check)	14410	WORKPLACE LANGUAGES			-191.10
2848	09/19/2025	Bill Payment (Check)	14411	WORKPLACE LANGUAGES	Translations	Reconciled	-191.10
	09/19/2025	Bill Payment (Check)	14411	WORKPLACE LANGUAGES			-191.10
2928	09/19/2025	Bill Payment (Check)	14412	WORKPLACE LANGUAGES	Translations	Reconciled	-191.10
	09/19/2025	Bill Payment (Check)	14412	WORKPLACE LANGUAGES			-191.10
2915	09/19/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	09/19/2025	Bill Payment (Check)	ACH	ADP			-144.82
2924	09/22/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled	-4,248.78
	09/22/2025	Bill Payment (Check)	ACH	BMO Credit Card			-4,248.78
3030	09/22/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-36.48
	09/22/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-36.48
2936	09/22/2025	Check	SVCCHRG	BMO	Account Service Charge	Reconciled	-314.78
	09/22/2025	Check	SVCCHRG	BMO			314.78
	09/30/2025	Bill Payment (Check)	14414	LSL	Accounting	Reconciled	-3,367.50
	09/30/2025	Bill Payment (Check)	14414	LSL			-3,367.50

2978							
	09/30/2025	Bill Payment (Check)	14424	Transdev	Transit Operations	Reconciled	-260,558.46
	09/30/2025	Bill Payment (Check)	14424	Transdev			-260,558.46
2979							
	09/30/2025	Bill Payment (Check)	14425	Transdev	Transit Operations	Reconciled	-690.00
	09/30/2025	Bill Payment (Check)	14425	Transdev			-690.00
2980							
	09/30/2025	Bill Payment (Check)	14426	Transdev	Transit Operations	Reconciled	-1,071.35
	09/30/2025	Bill Payment (Check)	14426	Transdev			-1,071.35
2981							
	09/30/2025	Bill Payment (Check)	14427	Transdev	Transit Operations	Reconciled	-1,166.65
	09/30/2025	Bill Payment (Check)	14427	Transdev			-1,166.65
2982							
	09/30/2025	Bill Payment (Check)	14428	Transdev	Transit Operations	Reconciled	-17,180.52
	09/30/2025	Bill Payment (Check)	14428	Transdev			-17,180.52
2983							
	09/30/2025	Bill Payment (Check)	14429	Transdev	Transit Operations	Reconciled	-7,063.49
	09/30/2025	Bill Payment (Check)	14429	Transdev			-7,063.49
2984							
	09/30/2025	Bill Payment (Check)	14430	Transdev	Transit Operations	Reconciled	-19,363.67
	09/30/2025	Bill Payment (Check)	14430	Transdev			-19,363.67
2985							
	09/30/2025	Bill Payment (Check)	14431	Transdev	Transit Operations	Reconciled	-51,598.04
	09/30/2025	Bill Payment (Check)	14431	Transdev			-51,598.04
2938							
	10/01/2025	Bill Payment (Check)	14415	Vincent C. Ewing	Legal	Reconciled	-700.00
	10/01/2025	Bill Payment (Check)	14415	Vincent C. Ewing			-700.00
2940							
	10/01/2025	Bill Payment (Check)	14416	CABCONNECT, INC.	Software	Reconciled	-200.00
	10/01/2025	Bill Payment (Check)	14416	CABCONNECT, INC.			-200.00
3048							
	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,192.04

3049	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-4,192.04
	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
3050	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
2949	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	10/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
2950	10/02/2025	Bill Payment (Check)	14419	CITY OF SAN DIMAS	Prop A Reconciliation	Reconciled	-3,198.22
	10/02/2025	Bill Payment (Check)	14419	CITY OF SAN DIMAS			-3,198.22
3070	10/02/2025	Bill Payment (Check)	14420	CITY OF CLAREMONT	Prop A Reconciliation	Reconciled	-37,944.78
	10/02/2025	Bill Payment (Check)	14420	CITY OF CLAREMONT			-37,944.78
3071	10/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-4,043.90
	10/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-4,043.90
3080	10/03/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	10/03/2025	Bill Payment (Check)	ACH	ADP			-144.82
3078	10/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
	10/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
3082	10/06/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-24.48
	10/06/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-24.48
2943	10/06/2025	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
	10/06/2025	Bill Payment (Check)	ACH	Google			-168.00
3084	10/09/2025	Bill Payment (Check)	14417	TOUCH TEL MOBILE	Radio	Reconciled	-1,600.00
	10/09/2025	Bill Payment (Check)	14417	TOUCH TEL MOBILE			-1,600.00

3085	10/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-131.32
	10/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.32
2958	10/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-906.02
	10/14/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-906.02
3072	10/15/2025	Bill Payment (Check)	14423	Andrew Rodriguez	Vacation Reimbursement	Reconciled	-48.40
	10/15/2025	Bill Payment (Check)	14423	Andrew Rodriguez			-48.40
3079	10/17/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	10/17/2025	Bill Payment (Check)	ACH	ADP			-144.82
3077	10/20/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-52.97
	10/20/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-52.97
3042	10/21/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled	-736.03
	10/21/2025	Bill Payment (Check)	ACH	BMO Credit Card			-736.03
3105	10/22/2025	Check	SVCCHRG	Bank Service Charge	Account Service Charge	Reconciled	-611.89
	10/22/2025	Check	SVCCHRG	Bank Service Charge			611.89
2941	10/22/2025	Bill Payment (Check)	14439	Erika Jacquez	Village Venture Supplies	Reconciled	-59.98
	10/22/2025	Bill Payment (Check)	14439	Erika Jacquez			-59.98
3056	10/25/2025	Bill Payment (Check)	14418	ST. AMBROSE EPISCOPAL CHURCH	Group Service	Reconciled	-650.00
	10/25/2025	Bill Payment (Check)	14418	ST. AMBROSE EPISCOPAL CHURCH			-650.00
3073	10/27/2025	Bill Payment (Check)	14432	Chase's	Misscellaneous, Holiday	Reconciled	-200.00
	10/27/2025	Bill Payment (Check)	14432	Chase's			-200.00
	10/31/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	10/31/2025	Bill Payment (Check)	ACH	ADP			-144.82

3103							
	10/31/2025	Bill Payment (Check)	14440	LSL	September/October 2025 Accounting Services	Reconciled	-5,053.50
	10/31/2025	Bill Payment (Check)	14440	LSL			-5,053.50
3112							
	10/31/2025	Bill Payment (Check)	14441	Transdev	Transdev - October 2024 GA Dedicated	Reconciled	-248,017.60
	10/31/2025	Bill Payment (Check)	14441	Transdev			-248,017.60
3114							
	10/31/2025	Bill Payment (Check)	14442	Transdev	Transdev - 1025 Driver Incentive	Reconciled	-920.00
	10/31/2025	Bill Payment (Check)	14442	Transdev			-920.00
3116							
	10/31/2025	Bill Payment (Check)	14443	Transdev	Transdev - CLM GRP + 10/25/25 Village Venture	Reconciled	-14,302.47
	10/31/2025	Bill Payment (Check)	14443	Transdev			-14,302.47
3118							
	10/31/2025	Bill Payment (Check)	14444	Transdev	Transdev - POM GRP 1025	Reconciled	-986.84
	10/31/2025	Bill Payment (Check)	14444	Transdev			-986.84
3120							
	10/31/2025	Bill Payment (Check)	14445	Transdev	Transdev - 1025 SD DAC	Reconciled	-18,176.36
	10/31/2025	Bill Payment (Check)	14445	Transdev			-18,176.36
3122							
	10/31/2025	Bill Payment (Check)	14446	Transdev	1025 RN 5310	Reconciled	-8,102.00
	10/31/2025	Bill Payment (Check)	14446	Transdev			-8,102.00
3124							
	10/31/2025	Bill Payment (Check)	14447	Transdev	1025 RN 5317	Reconciled	-19,334.23
	10/31/2025	Bill Payment (Check)	14447	Transdev			-19,334.23
3126							
	10/31/2025	Bill Payment (Check)	14448	Transdev	1025 CLM DAR	Reconciled	-59,104.13
	10/31/2025	Bill Payment (Check)	14448	Transdev			-59,104.13
3136							
	10/31/2025	Bill Payment (Check)	14449	SCOTT, LLP	Audit	Reconciled	-18,850.00
	10/31/2025	Bill Payment (Check)	14449	SCOTT, LLP			-18,850.00
3152							
	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,192.04

3153	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-4,192.04
	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
3154	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
3157	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	11/03/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
3158	11/04/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-4,043.90
	11/04/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-4,043.90
3058	11/04/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
	11/04/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
3061	11/05/2025	Bill Payment (Check)	14433	Vincent C. Ewing	Legal	Reconciled	-1,295.00
	11/05/2025	Bill Payment (Check)	14433	Vincent C. Ewing			-1,295.00
3063	11/05/2025	Bill Payment (Check)	14434	CABCONNECT, INC.	Software	Reconciled	-200.00
	11/05/2025	Bill Payment (Check)	14434	CABCONNECT, INC.			-200.00
3065	11/05/2025	Bill Payment (Check)	14435	CABCONNECT, INC.	Software	Reconciled	-200.00
	11/05/2025	Bill Payment (Check)	14435	CABCONNECT, INC.			-200.00
3067	11/05/2025	Bill Payment (Check)	14436	CLAREMONT COURIER	Printing	Reconciled	-98.00
	11/05/2025	Bill Payment (Check)	14436	CLAREMONT COURIER			-98.00
3069	11/05/2025	Bill Payment (Check)	14437	CLAREMONT COURIER	Printing	Reconciled	-162.00
	11/05/2025	Bill Payment (Check)	14437	CLAREMONT COURIER			-162.00
3159	11/05/2025	Bill Payment (Check)	14438	LANGUAGE LINE SERVICES	Translations	Reconciled	-79.34
	11/05/2025	Bill Payment (Check)	14438	LANGUAGE LINE SERVICES			-79.34

3162	11/05/2025	Bill Payment (Check)	ACH	SVCS.	Postage	Reconciled	-70.61
	11/05/2025	Bill Payment (Check)	ACH	SVCS.			-70.61
3166	11/05/2025	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
	11/05/2025	Bill Payment (Check)	ACH	Google			-168.00
3167	11/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-906.02
	11/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-906.02
3175	11/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-131.32
	11/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.32
3170	11/14/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	11/14/2025	Bill Payment (Check)	ACH	ADP			-144.82
3171	11/17/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-58.97
	11/17/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-58.97
3151	11/21/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled	-418.13
	11/21/2025	Bill Payment (Check)	ACH	BMO Credit Card			-418.13
3176	11/24/2025	Check	SVCCHRG	BMO	Account Service Charge	Reconciled	-168.77
	11/24/2025	Check	SVCCHRG	BMO			168.77
3181	11/28/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	11/28/2025	Bill Payment (Check)	ACH	ADP			-144.82
3185	11/30/2025	Bill Payment (Check)	14451	LANGUAGE LINE SERVICES	Translations	Reconciled	-115.66
	11/30/2025	Bill Payment (Check)	14451	LANGUAGE LINE SERVICES			-115.66
	11/30/2025	Bill Payment (Check)	14452	LSL	Accounting	Reconciled	-3,788.00
	11/30/2025	Bill Payment (Check)	14452	LSL			-3,788.00

3187							
	11/30/2025	Bill Payment (Check)	14453	Vincent C. Ewing	Legal	Uncleared	-910.00
	11/30/2025	Bill Payment (Check)	14453	Vincent C. Ewing			-910.00
3215							
	11/30/2025	Bill Payment (Check)	14462	Transdev	Transit Operations	Reconciled	-235,657.46
	11/30/2025	Bill Payment (Check)	14462	Transdev			-235,657.46
3216							
	11/30/2025	Bill Payment (Check)	14463	Transdev	Transit Operations	Reconciled	-575.00
	11/30/2025	Bill Payment (Check)	14463	Transdev			-575.00
3217							
	11/30/2025	Bill Payment (Check)	14464	Transdev	Transit Operations	Reconciled	-1,256.17
	11/30/2025	Bill Payment (Check)	14464	Transdev			-1,256.17
3218							
	11/30/2025	Bill Payment (Check)	14465	Transdev	Transit Operations	Reconciled	-237.81
	11/30/2025	Bill Payment (Check)	14465	Transdev			-237.81
3219							
	11/30/2025	Bill Payment (Check)	14466	Transdev	Transit Operations	Reconciled	-20,000.11
	11/30/2025	Bill Payment (Check)	14466	Transdev			-20,000.11
3220							
	11/30/2025	Bill Payment (Check)	14467	Transdev	Transit Operations	Reconciled	-6,741.52
	11/30/2025	Bill Payment (Check)	14467	Transdev			-6,741.52
3221							
	11/30/2025	Bill Payment (Check)	14468	Transdev	Transit Operations	Reconciled	-21,690.60
	11/30/2025	Bill Payment (Check)	14468	Transdev			-21,690.60
3222							
	11/30/2025	Bill Payment (Check)	14469	Transdev	Transit Operations	Reconciled	-61,703.48
	11/30/2025	Bill Payment (Check)	14469	Transdev			-61,703.48
3206							
	12/01/2025	Bill Payment (Check)	14454	SAN DIMAS CHAMBER OF COMMERCE	Membership	Uncleared	-300.00
	12/01/2025	Bill Payment (Check)	14454	SAN DIMAS CHAMBER OF COMMERCE			-300.00
3282							
	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,192.04

3283	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-4,192.04
	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
3284	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
3287	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
	12/01/2025	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
3148	12/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-4,043.90
	12/02/2025	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-4,043.90
3285	12/03/2025	Bill Payment (Check)	14450	Chase's	Miscellaneous, Holiday	Reconciled	-2,550.71
	12/03/2025	Bill Payment (Check)	14450	Chase's			-2,550.71
3288	12/03/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-18.48
	12/03/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-18.48
3289	12/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
	12/03/2025	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
3183	12/05/2025	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
	12/05/2025	Bill Payment (Check)	ACH	Google			-168.00
3188	12/10/2025	Bill Payment (Check)	14455	agape Mobility	Consulting	Reconciled	-11,658.75
	12/10/2025	Bill Payment (Check)	14455	agape Mobility			-11,658.75
3196	12/10/2025	Bill Payment (Check)	14456	Andrew Rodriguez	Vacation Reimbursement	Reconciled	-335.62
	12/10/2025	Bill Payment (Check)	14456	Andrew Rodriguez			-335.62
3198	12/10/2025	Bill Payment (Check)	14457	CITY OF LA VERNE	Membership	Reconciled	-14.00
	12/10/2025	Bill Payment (Check)	14457	CITY OF LA VERNE			-14.00

3200	12/10/2025	Bill Payment (Check)	14458	CABCONNECT, INC.	Software	Uncleared	-200.00
	12/10/2025	Bill Payment (Check)	14458	CABCONNECT, INC.			-200.00
3202	12/10/2025	Bill Payment (Check)	14459	TOUCH TEL MOBILE	Radio	Reconciled	-800.00
	12/10/2025	Bill Payment (Check)	14459	TOUCH TEL MOBILE			-800.00
3204	12/10/2025	Bill Payment (Check)	14460	TOUCH TEL MOBILE	Radio	Reconciled	-800.00
	12/10/2025	Bill Payment (Check)	14460	TOUCH TEL MOBILE			-800.00
3290	12/10/2025	Bill Payment (Check)	14461	MOORE BERGSTROM COMPANY	Printing	Reconciled	-635.10
	12/10/2025	Bill Payment (Check)	14461	MOORE BERGSTROM COMPANY			-635.10
3291	12/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-131.32
	12/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-131.32
3295	12/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephones	Reconciled	-906.02
	12/12/2025	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-906.02
3293	12/12/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	12/12/2025	Bill Payment (Check)	ACH	ADP			-144.82
3248	12/16/2025	Bill Payment (Check)	ACH	PITNEY BOWES	Postage	Reconciled	-95.58
	12/16/2025	Bill Payment (Check)	ACH	PITNEY BOWES			-95.58
3308	12/18/2025	Bill Payment (Check)	14470	RAMS	Audit	Uncleared	-3,750.00
	12/18/2025	Bill Payment (Check)	14470	RAMS			-3,750.00
3281	12/19/2025	Bill Payment (Check)	14479	Erika Jacquez	Supplies	Uncleared	-242.46
	12/19/2025	Bill Payment (Check)	14479	Erika Jacquez			-242.46
	12/22/2025	Check	SVCCHRG	Bank Service Charge	Account Service Charge	Reconciled	-125.16
	12/22/2025	Check	SVCCHRG	Bank Service Charge			125.16

3294							
	12/22/2025	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Reconciled	-2,162.37
	12/22/2025	Bill Payment (Check)	ACH	BMO Credit Card			-2,162.37
3286							
	12/29/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-30.48
	12/29/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-30.48
3297							
	12/30/2025	Bill Payment (Check)	ACH	ADP	Software	Reconciled	-144.82
	12/30/2025	Bill Payment (Check)	ACH	ADP			-144.82
3263							
	12/31/2025	Bill Payment (Check)	14471	LANGUAGE LINE SERVICES	Translations	Uncleared	-95.65
	12/31/2025	Bill Payment (Check)	14471	LANGUAGE LINE SERVICES			-95.65
3270							
	12/31/2025	Bill Payment (Check)	14472	Vincent C. Ewing	Legal	Uncleared	-1,365.00
	12/31/2025	Bill Payment (Check)	14472	Vincent C. Ewing			-1,365.00
3310							
	12/31/2025	Bill Payment (Check)	14480	RAMS	Audit	Uncleared	-2,250.00
	12/31/2025	Bill Payment (Check)	14480	RAMS			-2,250.00
3316							
	12/31/2025	Bill Payment (Check)	14481	Transdev	Transit Operations	Uncleared	-224,135.74
	12/31/2025	Bill Payment (Check)	14481	Transdev			-224,135.74
3318							
	12/31/2025	Bill Payment (Check)	14482	Transdev	Transit Operations	Uncleared	-575.00
	12/31/2025	Bill Payment (Check)	14482	Transdev			-575.00
3320							
	12/31/2025	Bill Payment (Check)	14483	Transdev	Transit Operations	Uncleared	-4,201.17
	12/31/2025	Bill Payment (Check)	14483	Transdev			-4,201.17
3322							
	12/31/2025	Bill Payment (Check)	14484	Transdev	Transit Operations	Uncleared	-1,872.22
	12/31/2025	Bill Payment (Check)	14484	Transdev			-1,872.22
3324							
	12/31/2025	Bill Payment (Check)	14485	Transdev	Transit Operations	Uncleared	-18.93

3326	12/31/2025	Bill Payment (Check)	14485	Transdev			-18.93
	12/31/2025	Bill Payment (Check)	14486	Transdev	Transit Operations	Uncleared	-20,830.41
3328	12/31/2025	Bill Payment (Check)	14486	Transdev			-20,830.41
	12/31/2025	Bill Payment (Check)	14487	Transdev	Transit Operations	Uncleared	-5,445.24
3330	12/31/2025	Bill Payment (Check)	14487	Transdev			-5,445.24
	12/31/2025	Bill Payment (Check)	14488	Transdev	Transit Operations	Uncleared	-22,782.21
3332	12/31/2025	Bill Payment (Check)	14488	Transdev			-22,782.21
	12/31/2025	Bill Payment (Check)	14489	Transdev	Transit Operations	Uncleared	-58,272.74
3265	12/31/2025	Bill Payment (Check)	14489	Transdev			-58,272.74
	01/01/2026	Bill Payment (Check)	14473	CALACT	Membership	Uncleared	-880.00
3267	01/01/2026	Bill Payment (Check)	14473	CALACT			-880.00
	01/01/2026	Bill Payment (Check)	14474	CALACT	Membership	Uncleared	-880.00
3272	01/01/2026	Bill Payment (Check)	14474	CALACT			-880.00
	01/01/2026	Bill Payment (Check)	14475	CABCONNECT, INC.	Software	Uncleared	-200.00
3279	01/01/2026	Bill Payment (Check)	14475	CABCONNECT, INC.			-200.00
	01/01/2026	Bill Payment (Check)	14476	TOUCH TEL MOBILE	Radio	Uncleared	-800.00
3277	01/01/2026	Bill Payment (Check)	14476	TOUCH TEL MOBILE			-800.00
	01/08/2026	Bill Payment (Check)	14477	LSL	Accounting	Uncleared	-5,605.50
3305	01/08/2026	Bill Payment (Check)	14477	LSL			-5,605.50
	01/14/2026	Bill Payment (Check)	14478	agape Mobility	Consulting	Uncleared	-10,038.30
3313	01/14/2026	Bill Payment (Check)	14478	agape Mobility			-10,038.30

3314	01/22/2026	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Uncleared	-66.85
	01/22/2026	Bill Payment (Check)	ACH	BMO Credit Card			-66.85
3359	01/22/2026	Bill Payment (Check)	ACH	BMO Credit Card	Credit Card, Supplies	Uncleared	-15.50
	01/22/2026	Bill Payment (Check)	ACH	BMO Credit Card			-15.50
3390	01/22/2026	Check	SVCCHRG	BMO	Service Charge	Reconciled	-209.28
	01/22/2026	Check	SVCCHRG	BMO			209.28
3361	01/22/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-30.48
	01/22/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-30.48
3377	01/23/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-3,846.39
	01/23/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-3,846.39
3392	01/23/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
	01/23/2026	Bill Payment (Check)	ACH	ADP			-144.82
3444	01/29/2026	Bill Payment (Check)	ACH	Intuit - Quickbooks	Payroll	Reconciled	-95.94
	01/29/2026	Bill Payment (Check)	ACH	Intuit - Quickbooks			-95.94
3445	02/02/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-3,846.39
	02/02/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-3,846.39
3446	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73
3447	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-4,198.04
	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-4,198.04
	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-630.73
	02/02/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-630.73

3448	02/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE	Rent	Reconciled	-349.00
	02/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
3449	02/04/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-117.60
	02/04/2026	Bill Payment (Check)	ACH	ADP			-117.60
3452	02/05/2026	Bill Payment (Check)	ACH	Google	Office Supplies	Reconciled	-168.00
	02/05/2026	Bill Payment (Check)	ACH	Google			-168.00
3450	02/06/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
	02/06/2026	Bill Payment (Check)	ACH	ADP			-144.82
3453	02/12/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-130.82
	02/12/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-130.82
3454	02/12/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-903.87
	02/12/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-903.87
3401	02/18/2026	Bill Payment (Check)	14490	agape Mobility	Professional Services	Uncleared	-23,333.00
	02/18/2026	Bill Payment (Check)	14490	agape Mobility			-23,333.00
3402	02/18/2026	Bill Payment (Check)	14491	agape Mobility	Professional Services	Uncleared	-10,000.00
	02/18/2026	Bill Payment (Check)	14491	agape Mobility			-10,000.00
3404	02/18/2026	Bill Payment (Check)	14492	CABCONNECT, INC.	Software	Uncleared	-200.00
	02/18/2026	Bill Payment (Check)	14492	CABCONNECT, INC.			-200.00
3406	02/18/2026	Bill Payment (Check)	14493	LANGUAGE LINE SERVICES	Translations	Uncleared	-68.53
	02/18/2026	Bill Payment (Check)	14493	LANGUAGE LINE SERVICES			-68.53
3408	02/18/2026	Bill Payment (Check)	14494	LSL	Accounting	Uncleared	-3,844.00

3412	02/18/2026	Bill Payment (Check)	14494	LSL			-3,844.00
	02/18/2026	Bill Payment (Check)	14495	TOUCH TEL MOBILE	Radio	Uncleared	-800.00
3414	02/18/2026	Bill Payment (Check)	14495	TOUCH TEL MOBILE			-800.00
	02/18/2026	Bill Payment (Check)	14496	Vincent C. Ewing	Legal Services	Uncleared	-525.00
3451	02/18/2026	Bill Payment (Check)	14496	Vincent C. Ewing			-525.00
	02/20/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
3443	02/20/2026	Bill Payment (Check)	ACH	ADP			-144.82
	02/23/2026	Check	SVCCHRG	BMO	Service Charge	Reconciled	-222.50
3455	02/23/2026	Check	SVCCHRG	BMO			222.50
	02/23/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies/Marketing	Reconciled	-3,704.67
3457	02/23/2026	Bill Payment (Check)	ACH	BMO Credit Card			-3,704.67
	02/23/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-46.97
3476	02/23/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-46.97
	03/10/2026	Bill Payment (Check)	14497	agape Mobility	Professional Services	Uncleared	-8,365.29
3477	03/10/2026	Bill Payment (Check)	14497	agape Mobility			-8,365.29
	03/10/2026	Bill Payment (Check)	14498	agape Mobility	Professional Services	Uncleared	-3,585.12
3479	03/10/2026	Bill Payment (Check)	14498	agape Mobility			-3,585.12
	03/10/2026	Bill Payment (Check)	14499	LSL	Accounting Services	Uncleared	-2,128.00
3481	03/10/2026	Bill Payment (Check)	14499	LSL			-2,128.00
	03/10/2026	Bill Payment (Check)	14500	Vincent C. Ewing	Legal Services	Uncleared	-1,995.00
3483	03/10/2026	Bill Payment (Check)	14500	Vincent C. Ewing			-1,995.00

3485	03/10/2026	Bill Payment (Check)	14501	LANGUAGE LINE SERVICES	Translations	Uncleared	-59.52
	03/10/2026	Bill Payment (Check)	14501	LANGUAGE LINE SERVICES			-59.52
3487	03/10/2026	Bill Payment (Check)	14502	TOUCH TEL MOBILE	Radio	Uncleared	-800.00
	03/10/2026	Bill Payment (Check)	14502	TOUCH TEL MOBILE			-800.00
3501	03/10/2026	Bill Payment (Check)	14503	Susan Dominguez	Travel Training	Uncleared	-43.93
	03/10/2026	Bill Payment (Check)	14503	Susan Dominguez			-43.93
3516	03/12/2026	Bill Payment (Check)	14504	TRILLIUM SOLUTIONS, INC.	Software	Uncleared	-5,199.72
	03/12/2026	Bill Payment (Check)	14504	TRILLIUM SOLUTIONS, INC.			-5,199.72
3517	03/19/2026	Bill Payment (Check)	14505	Transdev	Transit Operations	Uncleared	-231,936.39
	03/19/2026	Bill Payment (Check)	14505	Transdev			-231,936.39
3518	03/19/2026	Bill Payment (Check)	14506	Transdev	Transit Operations	Uncleared	-805.00
	03/19/2026	Bill Payment (Check)	14506	Transdev			-805.00
3519	03/19/2026	Bill Payment (Check)	14507	Transdev	Transit Operations	Uncleared	-4,064.72
	03/19/2026	Bill Payment (Check)	14507	Transdev			-4,064.72
3520	03/19/2026	Bill Payment (Check)	14508	Transdev	Transit Operations	Uncleared	-353.47
	03/19/2026	Bill Payment (Check)	14508	Transdev			-353.47
3521	03/19/2026	Bill Payment (Check)	14509	Transdev	Transit Operations	Uncleared	-22.95
	03/19/2026	Bill Payment (Check)	14509	Transdev			-22.95
3522	03/19/2026	Bill Payment (Check)	14510	Transdev	Transit Operations	Uncleared	-20,029.45
	03/19/2026	Bill Payment (Check)	14510	Transdev			-20,029.45
	03/19/2026	Bill Payment (Check)	14511	Transdev	Transit Operations	Uncleared	-8,143.76
	03/19/2026	Bill Payment (Check)	14511	Transdev			-8,143.76

3523							
	03/19/2026	Bill Payment (Check)	14512	Transdev	Transit Operations	Uncleared	-15,629.66
	03/19/2026	Bill Payment (Check)	14512	Transdev			-15,629.66
3524							
	03/19/2026	Bill Payment (Check)	14513	Transdev	Transit Operations	Uncleared	-50,424.30
	03/19/2026	Bill Payment (Check)	14513	Transdev			-50,424.30
	03/20/2026	Bill Payment (Check)	ACH	ADP		Reconciled	-144.82
	03/20/2026	Bill Payment (Check)	ACH	ADP			-144.82
	03/23/2026	Check	SVCCHRG		Service Charge	Reconciled	-368.53
	03/23/2026	Check	SVCCHRG				368.53
	03/23/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies	Reconciled	-646.17
	03/23/2026	Bill Payment (Check)	ACH	BMO Credit Card			-646.17
	03/23/2026	Bill Payment (Check)	ACH	BMO Credit Card	Travel Training	Reconciled	-9.00
	03/23/2026	Bill Payment (Check)	ACH	BMO Credit Card			-9.00
	03/23/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-30.48
	03/23/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-30.48
	03/31/2026	Bill Payment (Check)	ACH	Everon	Security	Reconciled	-27.25
	03/31/2026	Bill Payment (Check)	ACH	Everon			-27.25
	04/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-5,459.50
	04/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-5,459.50
	04/02/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-3,846.39
	04/02/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-3,846.39
	04/03/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-30.48
	04/03/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-30.48
	04/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE	Storage	Reconciled	-349.00
	04/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
	04/03/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
	04/03/2026	Bill Payment (Check)	ACH	ADP			-144.82
	04/06/2026	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
	04/06/2026	Bill Payment (Check)	ACH	Google			-168.00
	04/08/2026	Bill Payment (Check)	ACH	PITNEY BOWES	Postage	Reconciled	-11.92
	04/08/2026	Bill Payment (Check)	ACH	PITNEY BOWES			-11.92

04/14/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-132.83
04/14/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-132.83
04/14/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-852.41
04/14/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-852.41
04/16/2026	Bill Payment (Check)	14514	Nicole Carranza	Meeting	Reconciled	-137.91
04/16/2026	Bill Payment (Check)	14514	Nicole Carranza			-137.91
04/16/2026	Bill Payment (Check)	14515	Vincent C. Ewing	Legal Services	Uncleared	-525.00
04/16/2026	Bill Payment (Check)	14515	Vincent C. Ewing			-525.00
04/16/2026	Bill Payment (Check)	14516	LSL	Accounting Services	Uncleared	-3,229.00
04/16/2026	Bill Payment (Check)	14516	LSL			-3,229.00
04/16/2026	Bill Payment (Check)	14517	agape Mobility	Consulting	Uncleared	-11,364.72
04/16/2026	Bill Payment (Check)	14517	agape Mobility			-11,364.72
04/16/2026	Bill Payment (Check)	14518	agape Mobility	Consulting	Uncleared	-4,870.60
04/16/2026	Bill Payment (Check)	14518	agape Mobility			-4,870.60
04/16/2026	Bill Payment (Check)	14519	GRAFXOLUTION	Vehicle Graphics	Uncleared	-2,160.00
04/16/2026	Bill Payment (Check)	14519	GRAFXOLUTION			-2,160.00
04/16/2026	Bill Payment (Check)	14520	Susan Dominguez	Mileage Reimbursement	Reconciled	-60.68
04/16/2026	Bill Payment (Check)	14520	Susan Dominguez			-60.68
04/16/2026	Bill Payment (Check)	14521	CABCONNECT, INC.	Licensing	Uncleared	-200.00
04/16/2026	Bill Payment (Check)	14521	CABCONNECT, INC.			-200.00
04/17/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
04/17/2026	Bill Payment (Check)	ACH	ADP			-144.82
04/21/2026	Bill Payment (Check)	14522	Transdev	Transit Operations	Uncleared	-224,184.42
04/21/2026	Bill Payment (Check)	14522	Transdev			-224,184.42
04/21/2026	Bill Payment (Check)	14523	Transdev	Transit Operations	Uncleared	-575.00
04/21/2026	Bill Payment (Check)	14523	Transdev			-575.00
04/21/2026	Bill Payment (Check)	14524	Transdev	Transit Operations	Uncleared	-6,248.44
04/21/2026	Bill Payment (Check)	14524	Transdev			-6,248.44
04/21/2026	Bill Payment (Check)	14525	Transdev	Transit Operations	Uncleared	-1,914.73
04/21/2026	Bill Payment (Check)	14525	Transdev			-1,914.73
04/21/2026	Bill Payment (Check)	14526	Transdev	Transit Operations	Uncleared	-20,178.95
04/21/2026	Bill Payment (Check)	14526	Transdev			-20,178.95

04/21/2026	Bill Payment (Check)	14527	Transdev	Transit Operations	Uncleared	-25,621.69
04/21/2026	Bill Payment (Check)	14527	Transdev			-25,621.69
04/21/2026	Bill Payment (Check)	14528	Transdev	Transit Operations	Uncleared	-58,412.48
04/21/2026	Bill Payment (Check)	14528	Transdev			-58,412.48
04/21/2026	Bill Payment (Check)	ACH	BMO Credit Card	Travel Training	Reconciled	-9.00
04/21/2026	Bill Payment (Check)	ACH	BMO Credit Card			-9.00
04/21/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies	Reconciled	-523.50
04/21/2026	Bill Payment (Check)	ACH	BMO Credit Card			-523.50
04/22/2026	Check	SVCCHRG		BMO Service Charge	Reconciled	-258.40
04/22/2026	Check	SVCCHRG				258.40
04/24/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-136.54
04/24/2026	Bill Payment (Check)	ACH	ADP			-136.54
04/29/2026	Bill Payment (Check)	ACH	Everon	Security	Reconciled	-27.25
04/29/2026	Bill Payment (Check)	ACH	Everon			-27.25
04/30/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-46.97
04/30/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-46.97
04/30/2026	Bill Payment (Check)	14529	LSL	Accounting Services	Uncleared	-2,149.56
04/30/2026	Bill Payment (Check)	14529	LSL			-2,149.56
05/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Uncleared	-5,877.67
05/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-5,877.67
05/13/2026	Bill Payment (Check)	14530	Erika Jacquez	Travel Reimbursement	Uncleared	-30.00
05/13/2026	Bill Payment (Check)	14530	Erika Jacquez			-30.00
05/13/2026	Bill Payment (Check)	14531	Transdev	Transit Operations	Uncleared	-245,823.55
05/13/2026	Bill Payment (Check)	14531	Transdev			-245,823.55
05/13/2026	Bill Payment (Check)	14532	Transdev	Transit Operations	Uncleared	-690.00
05/13/2026	Bill Payment (Check)	14532	Transdev			-690.00
05/13/2026	Bill Payment (Check)	14533	Transdev	Transit Operations	Uncleared	-7,691.43
05/13/2026	Bill Payment (Check)	14533	Transdev			-7,691.43
05/13/2026	Bill Payment (Check)	14534	Transdev	Transit Operations	Uncleared	-1,293.88
05/13/2026	Bill Payment (Check)	14534	Transdev			-1,293.88
05/13/2026	Bill Payment (Check)	14535	Transdev	Transit Operations	Uncleared	-19,098.72
05/13/2026	Bill Payment (Check)	14535	Transdev			-19,098.72

05/13/2026	Bill Payment (Check)	14536	Transdev	Transit Operations	Uncleared	-27,816.19
05/13/2026	Bill Payment (Check)	14536	Transdev			-27,816.19
05/13/2026	Bill Payment (Check)	14537	Transdev	Transit Operations	Uncleared	-46,654.89
05/13/2026	Bill Payment (Check)	14537	Transdev			-46,654.89
05/13/2026	Bill Payment (Check)	14538	Transdev	Transit Operations	Uncleared	-236,350.60
05/13/2026	Bill Payment (Check)	14538	Transdev			-236,350.60
05/13/2026	Bill Payment (Check)	14539	Transdev	Transit Operations	Uncleared	-575.00
05/13/2026	Bill Payment (Check)	14539	Transdev			-575.00
05/13/2026	Bill Payment (Check)	14540	Transdev	Transit Operations	Uncleared	-5,944.28
05/13/2026	Bill Payment (Check)	14540	Transdev			-5,944.28
05/13/2026	Bill Payment (Check)	14541	Transdev	Transit Operations	Uncleared	-24,732.96
05/13/2026	Bill Payment (Check)	14541	Transdev			-24,732.96
05/13/2026	Bill Payment (Check)	14542	Transdev	Transit Operations	Uncleared	-28,144.95
05/13/2026	Bill Payment (Check)	14542	Transdev			-28,144.95
05/13/2026	Bill Payment (Check)	14543	Transdev	Transit Operations	Uncleared	-41,940.43
05/13/2026	Bill Payment (Check)	14543	Transdev			-41,940.43
05/13/2026	Bill Payment (Check)	14544	agape Mobility	Consulting	Uncleared	-9,936.78
05/13/2026	Bill Payment (Check)	14544	agape Mobility			-9,936.78
05/13/2026	Bill Payment (Check)	14545	agape Mobility	Consulting	Uncleared	-4,258.62
05/13/2026	Bill Payment (Check)	14545	agape Mobility			-4,258.62
05/13/2026	Bill Payment (Check)	14546	agape Mobility	Consulting	Uncleared	-2,250.00
05/13/2026	Bill Payment (Check)	14546	agape Mobility			-2,250.00
05/13/2026	Bill Payment (Check)	14547	LANGUAGE LINE SERVICES	Translation Services	Uncleared	-599.29
05/13/2026	Bill Payment (Check)	14547	LANGUAGE LINE SERVICES			-599.29
05/13/2026	Bill Payment (Check)	14548	Vincent C. Ewing	Legal Services	Uncleared	-980.00
05/13/2026	Bill Payment (Check)	14548	Vincent C. Ewing			-980.00
05/13/2026	Bill Payment (Check)	14549	Diana Mendez	Mileage Reimbursement	Uncleared	-34.37
05/13/2026	Bill Payment (Check)	14549	Diana Mendez			-34.37
05/13/2026	Bill Payment (Check)	14550	TOUCH TEL MOBILE	Telephone	Uncleared	-800.00
05/13/2026	Bill Payment (Check)	14550	TOUCH TEL MOBILE			-800.00
05/13/2026	Bill Payment (Check)	14551	TOUCH TEL MOBILE	Telephone	Uncleared	-800.00
05/13/2026	Bill Payment (Check)	14551	TOUCH TEL MOBILE			-800.00

05/15/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
05/15/2026	Bill Payment (Check)	ACH	ADP			-144.82
05/19/2026	Check	14552	Erika Jacquez	Software Reimbursement	Reconciled	-99.00
05/19/2026	Check	14552	Erika Jacquez			99.00
05/19/2026	Bill Payment (Check)	ACH	Canva	Software	Reconciled	-119.40
05/19/2026	Bill Payment (Check)	ACH	Canva			-119.40
05/21/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies	Reconciled	-556.60
05/21/2026	Bill Payment (Check)	ACH	BMO Credit Card			-556.60
05/21/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies	Reconciled	-7.00
05/21/2026	Bill Payment (Check)	ACH	BMO Credit Card			-7.00
05/22/2026	Check	SVCCHRG		Service Charge	Reconciled	-236.40
05/22/2026	Check	SVCCHRG				236.40
05/29/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
05/29/2026	Bill Payment (Check)	ACH	ADP			-144.82
05/29/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-80.95
05/29/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-80.95
05/29/2026	Bill Payment (Check)	ACH	Everon	Security	Reconciled	-27.25
05/29/2026	Bill Payment (Check)	ACH	Everon			-27.25
06/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA	Health Insurance	Reconciled	-5,913.49
06/01/2026	Bill Payment (Check)	ACH	BLUE SHIELD OF CALIFORNIA			-5,913.49
06/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE	Storage	Reconciled	-349.00
06/03/2026	Bill Payment (Check)	ACH	PUBLIC STORAGE			-349.00
06/05/2026	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
06/05/2026	Bill Payment (Check)	ACH	Google			-168.00
06/10/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES	Rent	Reconciled	-3,955.69
06/10/2026	Bill Payment (Check)	ACH	2120 FOOTHILL PROPERTIES			-3,955.69
06/10/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-132.83
06/10/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-132.83
06/10/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.	Telephone	Reconciled	-852.41
06/10/2026	Bill Payment (Check)	ACH	GO TO COMMUNICATIONS, INC.			-852.41
06/12/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
06/12/2026	Bill Payment (Check)	ACH	ADP			-144.82

06/15/2026	Bill Payment (Check)	14553	TOUCH TEL MOBILE	Telephone	Uncleared	-660.00
06/15/2026	Bill Payment (Check)	14553	TOUCH TEL MOBILE			-660.00
06/15/2026	Bill Payment (Check)	14554	Vincent C. Ewing	Legal Services	Reconciled	-700.00
06/15/2026	Bill Payment (Check)	14554	Vincent C. Ewing			-700.00
06/15/2026	Bill Payment (Check)	14555	LSL	Accounting Services	Reconciled	-1,023.51
06/15/2026	Bill Payment (Check)	14555	LSL			-1,023.51
06/15/2026	Bill Payment (Check)	14556	LANGUAGE LINE SERVICES	Translation Services	Reconciled	-420.74
06/15/2026	Bill Payment (Check)	14556	LANGUAGE LINE SERVICES			-420.74
06/16/2026	Bill Payment (Check)	ACH	Federal Transit Administration	FTA Vehicle Sale Payment to FTA	Uncleared	-29,640.00
06/16/2026	Bill Payment (Check)	ACH	Federal Transit Administration			-29,640.00
06/16/2026	Bill Payment (Check)	ACH	PITNEY BOWES	Postage	Reconciled	-95.58
06/16/2026	Bill Payment (Check)	ACH	PITNEY BOWES			-95.58
06/21/2026	Bill Payment (Check)	ACH	BMO Credit Card	Office Supplies	Reconciled	-248.95
06/21/2026	Bill Payment (Check)	ACH	BMO Credit Card			-248.95
06/22/2026	Check	SVCCHRG		Service Charge	Reconciled	-178.38
06/22/2026	Check	SVCCHRG				178.38
06/22/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-47.97
06/22/2026	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-47.97
06/26/2026	Bill Payment (Check)	ACH	ADP	Payroll	Reconciled	-144.82
06/26/2026	Bill Payment (Check)	ACH	ADP			-144.82
06/30/2026	Bill Payment (Check)	ACH	Everon	Security	Reconciled	-27.25
06/30/2026	Bill Payment (Check)	ACH	Everon			-27.25

10100 Cash - Checking- BoA

2659

07/07/2025	Bill Payment (Check)	ACH	Google	Software	Reconciled	-169.68
07/07/2025	Bill Payment (Check)	ACH	Google			-169.68

2657

07/15/2025	Check	SVCCHRG	Bank Service Charge	Account Service Charge	Reconciled	-141.27
07/15/2025	Check	SVCCHRG	Bank Service Charge			141.27

2755

08/15/2025	Check	SVCCHRG	Bank Service Charge	Account Service Charge	Reconciled	-138.66
08/15/2025	Check	SVCCHRG	Bank Service Charge			138.66

2757							
	08/22/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-50.96
	08/22/2025	Bill Payment (Check)	ACH	READY REFRESH BY NESTLE			-50.96
2758							
	08/22/2025	Bill Payment (Check)	ACH	Google	Software	Reconciled	-168.00
	08/22/2025	Bill Payment (Check)	ACH	Google			-168.00
2874							
	09/02/2025	Bill Payment (Check)	14039	READY REFRESH BY NESTLE	Office Supplies	Reconciled	-45.97
	09/02/2025	Bill Payment (Check)	14039	READY REFRESH BY NESTLE			-45.97
2875							
	09/05/2025	Bill Payment (Check)	14038	Google	Software	Reconciled	-168.00
	09/05/2025	Bill Payment (Check)	14038	Google			-168.00
10110 Cash-Transit Store Checking							
3131							
	11/20/2025	Bill Payment (Check)	1038	TAP	Transit Store Payment	Reconciled	-5.00
	11/20/2025	Bill Payment (Check)	1038	TAP			-5.00
3132							
	11/20/2025	Bill Payment (Check)	1039	TAP	Transit Store Payment	Reconciled	-40.00
	11/20/2025	Bill Payment (Check)	1039	TAP			-40.00
3133							
	11/20/2025	Bill Payment (Check)	1040	TAP	Transit Store Payment	Reconciled	-42.00
	11/20/2025	Bill Payment (Check)	1040	TAP			-42.00
3134							
	11/20/2025	Bill Payment (Check)	1041	TAP	Transit Store Payment	Reconciled	-72.00
	11/20/2025	Bill Payment (Check)	1041	TAP			-72.00
3190							
	12/10/2025	Bill Payment (Check)	1042	OmniTrans	Transit Store Payment	Reconciled	-500.00
	12/10/2025	Bill Payment (Check)	1042	OmniTrans			-500.00
3192							
	12/10/2025	Bill Payment (Check)	1043	Access Services	Transit Store Payment	Reconciled	-68,085.50
	12/10/2025	Bill Payment (Check)	1043	Access Services			-68,085.50
3194							

3410	12/10/2025	Bill Payment (Check)	1044	Access Services	Transit Store Payment	Reconciled	-79,059.05
	12/10/2025	Bill Payment (Check)	1044	Access Services			-79,059.05
	02/18/2026	Bill Payment (Check)	1045	TAP	Transit Store Payment	Uncleared	-80.00
	02/18/2026	Bill Payment (Check)	1045	TAP			-80.00
	06/17/2026	Bill Payment (Check)	ACH	TAP	Transit Store Payment	Reconciled	-315.00
	06/17/2026	Bill Payment (Check)	ACH	TAP			-315.00

Jun 10, 2026

**AGENDA
ITEM #3D****MEMORANDUM**

To: Pomona Valley Transportation Authority

From: Nicole Carranza, PVTA CEO

Subject: **Administrator's Report - June Board Meeting**

A. Board Meeting Schedule for FY 2027

PVTA's board meetings are scheduled as needed to facilitate the Authority's planning, budgetary and decision-making process. There are normally five to six meetings annually. Regular meetings are held on the second Wednesday of the month typically at the La Verne City Hall unless there is a conflict. Below is also a tentative schedule for FY2027. The September meeting is an extra meeting date currently scheduled to approve the release of the RFP for an FY28 operations contract.

FY 2027

- **August, 12, 2026**
- **September, 9, 2026**
- **October, 14, 2026**
- **December, 9, 2027**
- **February, 10, 2027**
- **April, 14, 2027**
- **June, 9, 2027**

B. FY27 Work Program In Progress Update

- **Feasibility Study/Service Design Analysis** - PVTA issued a Request for Proposals and awarded a contract to Agape Mobility in November 2025 to conduct a comprehensive transit feasibility study. The study is evaluating the long-term sustainability of the Get About program while identifying opportunities to redesign services and reduce operating costs. Finding will help form the operations service model for FY28 operations contract. Key elements of the analysis include:
 - Assessing community mobility needs

- Evaluating the cost-benefit of a shared regional dial-a-ride system
- Identifying opportunities to reduce operational overhead
- Evaluating service hours, fare structures, and operational efficiencies

The study includes passenger and stakeholder public input from workshops conducted in every city on March 24th and 25th. Agape and PVRTA staff attended the Calact conference in May where they connected with over 6 potential vendors interested in responding to a Request for information solicitation (RFI). The RFI was designed to identify contractors interested in bidding on our new service model. The RFI also was designed to figure out other key operations elements we may want to consider in the new service model design RFP.

Final study findings and recommendations will be presented to the Board at the August meeting.

- **PVRTA Board Workshop** - As a recommendation from the feasibility study PVRTA will approach the board for permission to develop a PVRTA board workshop that will allow PVRTA to review and update the current JPIA MOU to ensure that it reflects the proper mission and goals of the four member cities. The workshop will assist PVRTA with developing the framework for a five year plan.
- **FY28 RFP Preparation** - The Pomona Valley Transportation Authority (PVRTA) typically retains professional assistance to prepare its operations RFP, ensuring a compliant, competitive solicitation that mitigates regulatory risk and delivers the best overall value. PVRTA has historically worked with Roy Glauthier, whose institutional knowledge helped translate the agency's complex service model into effective procurement documents. While the most recent procurement drew on expertise in Federal Transit Administration (FTA) procurement compliance, the FY28 cycle prioritizes innovative, cost-efficient service delivery models. To that end, PVRTA has awarded a contract to Agape Consulting — which also leads the agency's feasibility study — to develop the FY28 operations RFP. Staff and Agape are actively drafting the RFP now and will present it to the Board for approval at the September board meeting, with the solicitation and contract award proceeding on the tentative schedule below.

Milestone	Target Date
RFP kickoff meeting	June 29, 2026
Scope of work finalized	July 15, 2026
RFP reviewed with city staff	August 6, 2026
Feasibility study presented to Board	August 12, 2026

Milestone	Target Date
Final RFP draft complete	August 20, 2026
RFP presented to Board for approval / release authorized	September 9, 2026
RFP released	September 10, 2026
Pre-proposal conference	September 15, 2026
Proposals due	November 3, 2026
Proposal evaluation with committee	November 17, 2026
Board awards operations contract	December 9, 2026

- **FY28 Operations and Maintenance contract Implementation** - Once the contract is approved in December and awarded the goal is to allow six months for the transition and implementation of the new contract model. The new model will include some structural and administrative changes including
 - ☐ PVRTA and Claremont DAR Vehicle Parking within the four cities of the JPA
 - ☐ Setting up dispatching software “Spare” to connect to the awarded operations contractors.
 - ☐ On Boarding a contracted General manager to oversee operations contract transition including oversight of dispatch, vehicle maintenance and Safety.
 - ☐ Administrative updates for billing and reporting.

Regulatory Compliance

- **5310 applications** - PVRTA will continue to seek additional funding to continue the operations for FTA funded programs Ready Now, Mobility management and travel trainers. Additionally, if needed PVRTA will apply for capital for vehicle replacements.

Annual Reports

- **Annual Metro Subregional funding audit** -
- **Annual Internal financial audit** -
- **Annual National Transit Data Base Reporting/audit**
- **Annual State controllers report**
- **FTA drug and alcohol reporting**

Education

- **Maintenance Training**
- **Calact Paratransit Conference**
- **JPIA management trainings**
- **FTA guidance circulars**



TITLE VI PROGRAM

Updated: July 2026

Approved by Pomona Valley Transportation Authority

Board of Directors:

August 12, 2026

Nicole Carranza, PVTA CEO
Pomona Valley Transportation Authority
2120 Foothill Blvd. #116
La Verne, CA
909-596-7664
WWW.PVTRANS.ORG

INTRODUCTION

This document was prepared by *Pomona Valley Transportation Authority* to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation's FTA Circular 4702.1B, "Title VI Requirement and Guidelines for Federal Transit Administration Recipients"

Table of Contents

Title VI Notices to the Public	Pg. 5
List of Locations Where Title VI Notice Is Posted	Pg. 8
Title VI Complaint Procedures & Forms	Pg. 9
List of Transit-Related Title VI Investigations, Complaints, and Lawsuits	Pg. 21
Public Participation Plan	Pg. 22
Summary of Outreach Efforts Made Over the Last Three Years	Pg. 27
Language Assistance Plan	Pg. 29
Safe Harbor Provision	Pg. 33
Table Depicting the Membership of Non-Elected Committees And Councils	Pg. 47
Title VI Equity Analysis	Pg. 48
Board of Directors Approval of Title VI Program	Pg. 49

Introduction

This document was prepared by Pomona Valley Transportation Authority and approved by its Board of Directors to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U. S. Department of Transportation's FTA Circular 4702.1B "Title VI Requirements and Guidelines for Federal Transit Administration Recipients."

Overview of PVTA's Service Area and Services

The Pomona Valley is located approximately 30 miles east of Los Angeles. Pomona Valley Transportation Authority (PVTA) is a Joint Powers Authority serving the cities of Claremont, La Verne, Pomona and San Dimas with a service population of 255,000.

PVTA is the community transit provider for the Pomona Valley. Its primary service, Get About, is an elderly and disabled demand response service. Get About operates throughout the four cities. Get About operates 8:00 a.m. to 5:00 p.m. weekdays and 8:00 a.m. to 2:00 p.m. Saturdays. Get About carries approximately 40,000 passengers annually.

PVTA also operates three other demand response services on behalf of member cities, the Claremont Dial-a-Ride, Pomona Group Service and San Dimas Dial-a-Cab.

PVTA provides all its transit services via private contractors. PVTA has one service contract. The main contractor is for the dedicated vehicle services and they have a sub-contractor for demand response services (TNC). PVTA has a fleet of 18 cut-a-way vehicles, 1 promaster, and 2 accessible minivans. PVTA offices are located at 2120 Foothill Blvd, Ste. 116, La Verne, CA 91750.

Pomona Valley Transportation Authority

Title VI Notice to the Public

Notifying the Public of Rights Under Title VI

Pomona Valley Transportation Authority

- Pomona Valley Transportation Authority operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with Pomona Valley Transportation Authority.
- For more information on Pomona Valley Transportation Authority civil rights program, and the procedures to file a complaint contact 909-596-7664, or visit our administrative office at 2120 Foothill Blvd. #116, La Verne, CA

For more information, visit www.pvtrans.org

- A complainant may file a complaint directly with the Federal Transit Administration by filing a complaint with the Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave., SE, Washington, DC 20590
- If information is needed in another language, contact 909-596-7664
- Si la información es necesaria en otro idioma hable al 909-596-7664
- 如果信息是需要另一种语言接触909-596-7664
- Nếu thông tin là cần thiết trong một ngôn ngữ khác tiếp xúc 909-596-7664

Pomona Valley Transportation Authority
Title VI Notice to the Public
(Spanish)

Notificar al público de los derechos bajo el título VI
Pomona Valley Transportation Authority

- Pomona Valley Transportation Authority opera sus programas y servicios sin respecto a raza, color y origen nacional con arreglo al título VI de la Civil Ley de derechos. Cualquier persona que cree que él o ella ha sido agraviado por cualquier práctica discriminatoria ilegal bajo el título VI puede presentar una queja con Pomona Valley Transportation Authority
- Para obtener más información sobre el programa derechos civiles capaz de industrias y el procedimientos para presentar una queja, llame al (909) 596-7664, o visite nuestra oficina administrativa en 2120 Foothill Blvd. Ste. 116, La Verne, CA. Para más información, visite www.pvtrans.org
- Un demandante puede presentar una queja directamente con el Federal Transit Administration por archivar una queja con la Office of Civil Rights,
Attention: Title VI Program Coordinator, East Building, 5th Floor TCR,
1200 New Jersey Ave., SE, Washington, DC 20590
- If information is needed in another language, contact 909-596-7664
- Si la información es necesaria en otro idioma hable al 909-596-7664
- 如果信息是需要另一种语言接触909-596-7664
- Nếu thông tin là cần thiết trong một ngôn ngữ khác tiếp xúc 909-596-7664

Pomona Valley Transportation Authority
Title VI Notice to the Public
(Chinese)
关于第 VI 条规定的公告

第 VI 条规定下应享权利公告

普慕纳谷运输署

• 普慕纳谷运输署 (Pomona Valley Transportation Authority) 按照《民权法》(Civil Rights Act) 第 VI 条之规定进行项目和服务运作，不得歧视任何种族、肤色和民族血统。

任何人如若认为遭到任何违反第 VI 条规定的非法歧视的侵害，均可向普慕纳谷运输署投诉。

• 有关普慕纳谷运输署公民权利项目及投诉程序的详细信息，请联系 909-596-7664，或前往我们的管理办公室，地址为：2120 Foothill Blvd. #116, La Verne, CA

有关更多信息，请访问 www.pvtrans.org

• 可以直接向联邦公共交通运输局 (Federal Transit Administration) 投诉，将投诉信按以下地址发送至民权办公室 (Office of Civil Rights) 即可：
收件人：Title VI Program Coordinator, East Building, 5th Floor-TCR, 1200 New Jersey Ave., SE, Washington, DC 20590

• If information is needed in another language, contact 909-596-7664
Si la información es necesaria en otro idioma comuníquese al 909-596-7664
如果需要以其他语言提供的信息，请致电 909-596-7664
Nếu thông tin là cần thiết trong một ngôn ngữ khác tiếp xúc 909-596-7664

Pomona Valley Transportation Authority
Title VI Notice to the Public
(Vietnamese)
Thông Báo về Khoản VI

Thông Báo về Các Quyền Theo Khoản VI

Cơ Quan Quản Lý Giao Thông Pomona Valley

- Cơ Quan Quản Lý Giao Thông Pomona Valley điều hành các chương trình và dịch vụ của mình không phân biệt chủng tộc, màu da, và nguồn gốc quốc gia, tuân thủ Khoản VI của Đạo Luật Dân Quyền.

Bất kỳ ai cho rằng mình đã bị
phân biệt đối xử phi pháp theo Khoản VI có thể nộp đơn khiếu nại
cho Cơ Quan Quản Lý Giao Thông Pomona Valley.

- Để biết thêm thông tin về chương trình dân quyền của Cơ Quan Quản Lý Giao Thông Pomona Valley, và các thủ tục nộp đơn khiếu nại, hãy liên hệ số 909-596-7664, hoặc đến văn phòng hành chính của chúng tôi tại địa chỉ 2120 Foothill Blvd. #116, La Verne, CA

Để biết thêm thông tin, hãy truy cập www.pvtrans.org

- Người khiếu nại có thể trực tiếp nộp đơn khiếu nại cho
Cơ Quan Quản Lý Giao Thông Liên Bang bằng cách nộp khiếu nại cho
Office of Civil Rights,

Attention: Title VI Program Coordinator, East Building, 5th Floor-TCR,
1200 New Jersey Ave., SE, Washington, DC 20590

- Nếu quý vị cần thông tin bằng một ngôn ngữ khác, hãy liên hệ số 909-596-7664
Si la información es necesaria en otro idioma comuníquese al 909-596-7664

如果信息是需要另一种语言接触909-596-7664

Nếu quý vị cần thông tin bằng một ngôn ngữ khác, hãy liên hệ số 909-596-7664

List of Locations Where Title VI Notice Is Posted

Pomona Valley Transportation Authority notice to the public is currently posted at the following locations:

Location Name	Address	City
PVTA Offices	2120 Foothill Blvd., #116	La Verne
Revenue Service Vehicles (Including 5310 vehicles)		
Service Brochures		
Website	www.PVtrans.org	

The Title VI notice and program information is also provided on our website at www.PVTrans.org/Title VI

Title VI Complaint Procedures

As a recipient of federal dollars, Pomona Valley Transportation Authority is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a non-discriminatory basis. Pomona Valley Transportation Authority has in place a Title VI Complaint Procedure, which outlines a process for local disposition of Title VI complaints and is consistent with guidelines found in the Federal Transit Administration Circular 4702.1B, dated October 1, 2012. The Complaint Procedures and Complaint Form are posted on our website at www.PVTrans.Org/TitleVI .

Any person who believes she or he has been discriminated against on the basis of race, color, or national origin by the Pomona Valley Transportation Authority may file a Title VI complaint by completing and submitting the agency's Title VI Complaint Form. Pomona Valley Transportation Authority investigates complaints received no more than 180 days after the alleged incident. Pomona Valley Transportation Authority will only process complaints that are complete.

Within 10 business days of receiving the complaint, PVTa Title VI Administrator Nicole Carranza will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing her/him whether the complaint will be investigated by our office. Pomona Valley Transportation Authority has 30 days to investigate the complaint. The complainant will be notified in writing of the cause to any planned extension to the 30-day rule.

If more information is needed to resolve the case, Pomona Valley Transportation Authority may contact the complainant. The complainant has 10 business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within 10 business days Pomona Valley Transportation Authority can administratively close the case.

A case can be administratively closed also if the complainant no longer wishes to pursue their case. After the investigator reviews the complaint, she/he will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegations and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member, or other action will occur. If the complainant wishes to appeal the decision, she/he has 30 days after the date of the closure letter or the LOF to appeal to the Pomona Valley Transportation Authority Board of Directors or its designee. The complainant is entitled to review the denial, to present additional information and arguments, and to a separation of functions (i.e. a decision by a person not involved in with initial decision to deny eligibility). The complainant is entitled to receive written notification of the decision of the appeal and the reasons for it.

A person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

Pomona Valley Transportation Authority Title VI Complaint Form

COMPLAINT FORM

Section I: Please write legibly		
1. Name:		
2. Address:		
3. Telephone:	3.a. Secondary Phone <i>(Optional)</i> :	
4. Email Address:		
5. Accessible Format Requirements?	☐ Large Print	☐ Audio Tape
	☐ TDD	☐ Other
Section II:		
6. Are you filing this complaint on your own behalf?	YES*	NO
*If you answered "yes" to #6, go to Section III.		
7. If you answered "no" to #6, what is the name of the person for whom you are filing this complaint? Name:		
8. What is your relationship with this individual:		
9. Please explain why you have filed for a third party:		
10. Please confirm that you have obtained permission of the aggrieved party to file on their behalf.	YES	NO
Section III:		
11. I believe the discrimination I experienced was based on <i>(check all that apply)</i> :		
☐ Race	☐ Color	☐ National Origin
12. Date of alleged discrimination: <i>(mm/dd/yyyy)</i>		
13. Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known), as well as names and contact information of any witnesses. If more space is needed, please attach additional sheets of paper		

**Pomona Valley Transportation Authority
Title VI Complaint Form, Page 2**

COMPLAINT FORM

Section IV:		
14. Have you previously filed a Title VI complaint with Pomona Valley Transportation Authority?	YES	NO
Section V:		
15. Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court? [] YES* [] NO If yes, check all that apply: [] Federal Agency _____ [] State Agency _____ [] Federal Court _____ [] Local Agency _____ [] State Court _____		
16. If you answered "yes" to #15, provide information about a contact person at the agency/court where the complaint was filed.		
Name:		
Title:		
Agency:		
Address:		
Telephone:		Email:
Section VI:		
Name of Transit Agency complaint is against:		
Contact Person:		
Telephone:		

You may attach any written materials or other information that you think is relevant to your complaint.

Please submit this form in person or mail this form to the address below:
Nicole Carranza, Title VI Coordinator
Pomona Valley Transportation Authority 2120 Foothill Blvd. #116 La Verne, CA 91750

Procedimientos de quejas del Título VI

Como beneficiario de los fondos federales, se exige que Pomona Valley Transportation Authority cumpla con el Título VI de la Ley de Derechos Civiles de 1964 y garantice que los servicios y beneficios se proporcionen de manera no discriminatoria. Pomona Valley Transportation Authority establece un Procedimiento de quejas del Título VI, que describe un proceso para la disposición local de las quejas del Título VI y es coherente con las pautas que se encuentran en la Circular 4702.1B de la Administración Federal de Tránsito, con fecha del 1 de octubre de 2012. Los Procedimientos de quejas y el Formulario de quejas están publicados en nuestro sitio web: www.PVTrans.Org/TitleVI.

Cualquier persona que considere que Pomona Valley Transportation Authority la ha discriminado por su raza, color o nacionalidad puede presentar una queja del Título VI al completar y enviar el Formulario de quejas del Título VI del organismo. Pomona Valley Transportation Authority investiga las quejas recibidas no más de 180 días después de haber ocurrido el presunto incidente. Pomona Valley Transportation Authority solo procesará las quejas que estén completas.

Dentro de los 10 días hábiles de haber recibido la queja, el administrador del Título VI de PVTA, Nicole Carranza, la revisará a fin de determinar si nuestra oficina tiene jurisdicción. El demandante recibirá una carta de acuse de recibo que le informará si nuestra oficina investigará la queja. Pomona Valley Transportation Authority tiene 30 días para investigar la queja. El demandante será notificado por escrito de la causa a cualquier ampliación prevista de la norma de 30 días.

Si fuera necesaria más información para resolver el caso, Pomona Valley Transportation Authority puede comunicarse con el demandante. El demandante tiene 10 días hábiles a partir de la fecha de la carta para enviar la información solicitada al investigador asignado para el caso. Si el demandante no se pone en contacto con el investigador o este no recibe la información adicional dentro de los 10 días hábiles, Pomona Valley Transportation Authority puede cerrar el caso desde el punto de vista administrativo.

Un caso también se puede cerrar desde el punto de vista administrativo si el demandante ya no desea continuar con su caso. Una vez que el investigador haya revisado la queja, enviará una de dos cartas al demandante: una carta de cierre o una carta de conclusión (*letter of finding*, LOF). Una carta de cierre resume las acusaciones, y establece que no hubo violación del Título VI y que el caso se cerrará. Una LOF resume las acusaciones y las entrevistas en lo que respecta al presunto incidente, y explica si se tomará alguna medida disciplinaria, si el miembro del personal recibirá capacitación adicional o si se llevará a cabo alguna otra acción. Si el demandante desea apelar la decisión, tiene 30 días a partir de la fecha de la carta de cierre o LOF para apelar a la junta directiva de Pomona Valley Transportation Authority o su representante. El demandante tiene derecho a revisar la negación, presentar información y argumentos adicionales, y a una división de funciones (es decir, una decisión de una persona que no esté involucrada en la decisión inicial de la negación de la elegibilidad). El demandante tiene derecho a recibir una notificación por escrito de la decisión de la apelación y los motivos de esta.

Una persona también puede presentar una queja directamente ante la Administración Federal de Tránsito, en la Oficina de Derechos Civiles de la Administración Federal de Tránsito, 1200 New Jersey Avenue SE, Washington, DC 20590.

Formulario de quejas del Título VI de Pomona Valley Transportation Authority

FORMULARIO DE QUEJAS

Sección I: Escriba de manera legible		
1. Nombre:		
2. Dirección:		
3. Teléfono:	3.a. Teléfono secundario (Opcional):	
4. Dirección de correo electrónico:		
5. ¿Requisitos de formato accesible?	☐ Letra grande	☐ Cinta de audio
	☐ TDD	☐ Otros
Sección II:		
6. ¿Está presentando esta queja en su propio nombre?	Sí*	NO
*Si respondió "Sí" a la pregunta n.º 6, diríjase a la Sección III.		
7. Si respondió "No" a la pregunta n.º 6, ¿cuál es el nombre de la persona para la que está presentando esta queja? Nombre:		
8. ¿Cuál es su relación con esta persona?:		
9. Explique por qué ha presentado una queja para un tercero:		
10. Confirme que ha obtenido el permiso de la parte demandante para presentar una queja en su nombre.	Sí	NO
Sección III:		
11. Considero que la discriminación que experimenté se debió a mí (marque todas las opciones que correspondan): ☐ Raza ☐ Color ☐ Nacionalidad		
12. Fecha de la presunta discriminación: (dd/mm/aaaa)		
13. Explique con la mayor claridad posible qué sucedió y por qué considera que fue discriminado. Describa a todas las personas involucradas. Incluya el nombre y la información de contacto de la(s) persona(s) que lo discriminaron (si conoce esta información), así como el nombre y la información de contacto de cualquier testigo. Si necesita más espacio, adjunte hojas de papel adicionales.		

**Formulario de quejas del Título VI de
Pomona Valley Transportation Authority, página 2
FORMULARIO DE QUEJAS**

Sección IV:		
14. ¿Ha presentado anteriormente una queja del Título VI ante Pomona Valley Transportation Authority?	SÍ	NO
Sección V:		
15. ¿Ha presentado esta queja ante cualquier otro organismo federal, estatal o local, o ante cualquier tribunal federal o estatal? [] SÍ* [] NO Si la respuesta es "Sí", marque todas las opciones que correspondan: [] Organismo federal _____ [] Organismo estatal _____ [] Tribunal federal _____ [] Organismo local _____ [] Tribunal estatal _____		
16. Si respondió "Sí" a la pregunta n.º 15, proporcione información sobre una persona de contacto en el organismo/tribunal en el que presentó la queja.		
Nombre:		
Cargo:		
Organismo:		
Dirección:		
Teléfono:		Correo electrónico:
Sección VI:		
Nombre del organismo de tránsito en el que se presentó la queja:		
Persona de contacto:		
Teléfono:		

Puede adjuntar cualquier material escrito u otra información que considere pertinente para su queja.

Presente este formulario personalmente o envíelo por correo a la siguiente dirección:
Nicole Carranza, coordinador del Título VI
Pomona Valley Transportation Authority 2120 Foothill Blvd. #116 La Verne, CA 91750

Title VI Complaint Procedures & Complaint Form (Chinese)

第 VI 条规定投诉程序

作为联邦资金的接收方，普慕纳谷运输署 (Pomona Valley Transportation Authority) 需要遵守 1964 年《民权法案》(Civil Rights Act) 的第 VI 条规定，并确保在无歧视的基础之上提供服务和福利。普慕纳谷运输署已经实施了第 VI 条规定投诉程序，其中列出了在本地对有关第 VI 条规定的投诉进行处理的流程，并与 2012 年 10 月 1 日颁布的联邦公共交通运输管理局 (Federal Transit Administration) 4702.1B 号通告中制定的指导方针一致。我们的网站上发布了投诉程序和投诉表格，网址为 www.PVTrans.Org/TiltVI。

任何人如果认为自己因种族、肤色或民族血统而受到普慕纳谷运输署的歧视，可以填写并提交该机构的第 VI 条规定投诉表，以依据第 VI 条规定进行投诉。普慕纳谷运输署将在收到对所指控事件的投诉后 180 天内对投诉开展调查。普慕纳谷运输署将仅处理完整投诉。

在收到投诉后的 10 个工作日内，普慕纳谷运输署负责第 VI 条规定的管理员 Nicole Carranza 将对投诉进行审核，以确定我们的办公室是否具有管辖权。投诉人将收到一封确认函，通知她/他我们的办公室是否会对投诉开展调查。普慕纳谷运输署有 30 天时间来调查投诉。如果计划按“30 天规则”延长期限，将以书面形式通知投诉人延期原因。

如果需要更多信息才能解决案件，普慕纳谷运输署可能会与投诉人联系。自收到函件起，投诉人有 10 个工作日内将所请求的信息发送给被指定处理该案件的调查人员。如果在 10 个工作日内，投诉人未与调查人员联系，或者调查人员没有收到更多信息，则普慕纳谷运输署可以通过行政方式结案。

如果投诉人不再希望追究其案件，则也可以通过行政方式结案。在调查人员审核投诉后，她/他将向投诉人发出以下两封函件之一：结案函或结果函 (LOF)。结案函将对指控进行总结，声明不存在违反第 VI 条规定的行为，并由此结案。LOF 将对指控和与指控事件相关的面谈情况进行总结，并解释是否会对职工实施纪律处分、进行额外培训或采取其他措施。如果投诉人希望对该裁决提出上诉，则她/他在收到结案函或 LOF 后，有 30 天时间向普慕纳谷运输署董事会或其指定人员提出上诉。投诉人具有以下权力：对否定性裁决进行审核；呈交更多信息和论据；以及提出职能分离（即要求由与否定资格的初步裁决无关的其他人员作出裁决）。投诉人有权接收有关上诉裁决及其理由的书面通知。

个人还可以直接向联邦公共交通运输管理局提交投诉，地址为：FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590

普慕纳谷运输署第 VI 条规定投诉表格 投诉表格

第 I 部分：请清晰书写		
1. 姓名：		
2. 地址：		
3. 电话：	3.a. 备用电话（选填）：	
4. 电子邮件地址：		
5. 对于可访问的格式是否有要求？	☐ 大字体	☐ 录音磁带
	☐ TDD	☐ 其他
第 II 部分：		
6. 您是否代表自己提交本投诉？	是*	否
*如果您对第 6 项回答“是”，请转到第 III 部分。		
7. 如果您对第 6 项回答“否”，您为其提交本投诉的人员的姓名是什么？姓名：		
8. 您与此人是什么关系：		
9. 请解释您为何代表第三方提交本投诉：		
10. 请确认您已获得指控方的许可，可以代表其提交投诉。	是	否
第 III 部分：		
11. 我认为我遭遇的歧视是基于以下原因（请选中所有适用选项）：		
☐ 种族	☐ 肤色	☐ 民族血统
12. 所指控的歧视行为的发生日期：（ 年/ 月/ 日）		
13. 请尽可能清晰地说明发生了什么情况，以及为什么您认为自己受到了歧视。描述所有涉事人员。包括歧视您的人员的姓名和联系信息（如果已知），以及任何证人的姓名和联系信息。如果需要更多空间，请附上额外的纸张		

普慕纳谷运输署
第 VI 条规定投诉表格，第 2 页

投诉表格

第 IV 部分:		
14. 您以前是否曾向普慕纳谷运输署提交过有关第 VI 条规定的投诉?	是	否
第 V 部分:		
15. 您是否曾向任何其他联邦、州或本地机构，或向任何联邦或州法院提交过本投诉？ [] 是* [] 否 如果回答为“是”，请选中所有适用选项： [] 联邦机构 _____ [] 州机构 _____ [] 联邦法院 _____ [] 本地机构 _____ [] 州法院 _____		
16. 如果您对第 15 项的回答为“是”，请提供有关接受所提交投诉的机构/法院的联系人的信息。		
姓名:		
职务:		
机构:		
地址:		
电话: 电子邮件:		
第 VI 部分:		
投诉所针对的运输署的名称:		
联系人:		
电话:		

您可以附上您认为与自己的投诉相关的任何书面材料或其他信息。

请亲自提交此表格，或将此表格邮寄到下面的地址：

Nicole Carranza, Title VI Coordinator
Pomona Valley Transportation Authority
2120 Foothill Blvd. #116 La Verne, CA 91750

Title VI Complaint Procedures & Complaint Form (Vietnamese) Thủ Tục Khiếu Nại Theo Khoản VI

Là đơn vị nhận tài trợ liên bang, Cơ Quan Quản Lý Giao Thông Pomona Valley phải tuân thủ Khoản VI của Đạo Luật Dân Quyền năm 1964 và đảm bảo không phân biệt đối xử trong cung cấp các dịch vụ và phúc lợi. Cơ Quan Quản Lý Giao Thông Pomona Valley có áp dụng Thủ Tục Giải Quyết Khiếu Nại Khoản VI, thủ tục này mô tả quy trình giải quyết cục bộ đối với khiếu nại Khoản VI và phù hợp với các quy định được tìm thấy trong Thông Tư 4702.1B của Cơ Quan Quản Lý Giao Thông Liên Bang, ngày 1 tháng 10, 2012. Thủ Tục Giải Quyết Khiếu Nại và Mẫu Đơn Khiếu Nại được đăng trên trang web của chúng tôi tại www.PVTrans.Org/TiltVI.

Bất kỳ ai cho rằng mình đã bị Cơ Quan Quản Lý Giao Thông Pomona Valley phân biệt đối xử dựa trên chủng tộc, màu da, hoặc nguồn gốc quốc gia có thể nộp đơn khiếu nại Khoản VI bằng cách điền và nộp Mẫu Đơn Khiếu Nại Khoản VI của cơ quan. Cơ Quan Quản Lý Giao Thông Pomona Valley sẽ điều tra các khiếu nại nhận được không quá 180 ngày sau khi xảy ra sự việc bị cáo buộc. Cơ Quan Quản Lý Giao Thông Pomona Valley sẽ chỉ giải quyết những đơn khiếu nại hoàn chỉnh.

Trong vòng 10 ngày làm việc sau khi nhận được khiếu nại, Quản Trị Viên Khoản VI của PVTVA, Nicole Carranza sẽ xem xét khiếu nại để xác định xem văn phòng của chúng tôi có thẩm quyền hay không. Người khiếu nại sẽ nhận được thư xác nhận thông báo liệu đơn khiếu nại sẽ được văn phòng của chúng tôi điều tra hay không. Cơ Quan Quản Lý Giao Thông Pomona Valley có 30 ngày để điều tra khiếu nại. Người khiếu nại sẽ được thông báo bằng văn bản về lý do gia hạn ngoài kế hoạch đối với quy định 30 ngày.

Nếu cần thêm thông tin để giải quyết hồ sơ, Cơ Quan Quản Lý Giao Thông Pomona Valley có thể liên lạc với người khiếu nại. Người khiếu nại có 10 ngày làm việc kể từ ngày nhận được thư để gửi thông tin được yêu cầu cho điều tra viên được giao phụ trách hồ sơ. Nếu người khiếu nại không liên lạc với điều tra viên hoặc điều tra viên không nhận được thông tin bổ sung trong vòng 10 ngày làm việc, Cơ Quan Quản Lý Giao Thông Pomona Valley có thể khép hồ sơ về mặt hành chính.

Hồ sơ cũng có thể được khép lại về mặt hành chính nếu người khiếu nại không còn muốn theo đuổi vụ việc nữa. Sau khi điều tra viên xem xét khiếu nại, điều tra viên sẽ gửi một trong hai thư cho người khiếu nại: thư khép hồ sơ hoặc thư thông báo phát hiện (LOF). Thư khép hồ sơ sẽ tóm tắt những cáo buộc và cho biết không có sự vi phạm Khoản VI và hồ sơ sẽ bị khép lại. Một LOF sẽ tóm tắt các cáo buộc và những nội dung thẩm vấn về sự việc bị cáo buộc, và giải thích liệu sẽ có bất kỳ biện pháp khắc phục, đào tạo bổ sung cho nhân viên, hay biện pháp khác hay không. Nếu người khiếu nại muốn kháng nghị quyết định, người khiếu nại có 30 ngày sau ngày nhận thư khép hồ sơ hoặc LOF để kháng nghị lên Hội Đồng Quản Trị của Cơ Quan Quản Lý Giao Thông Pomona Valley hoặc người được chỉ định của hội đồng quản trị. Người khiếu nại có quyền xem quyết định từ chối, trình bày thông tin và lý lẽ bổ sung, và quyền yêu cầu phân tách chức năng (có nghĩa là quyết định của một người không tham gia quyết định từ chối điều kiện nhận dịch vụ ban đầu). Người khiếu nại có quyền nhận được thông báo bằng văn bản về quyết định đối với kháng nghị và lý do đưa ra quyết định.

Một người cũng có thể trực tiếp nộp khiếu nại cho Cơ Quan Quản Lý Giao Thông Liên Bang, tại địa chỉ FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590

Mẫu Đơn Khiếu Nại Khoản VI của Cơ Quan Quản Lý Giao Thông Pomona Valley
ĐƠN KHIẾU NẠI

Phần I: Vui lòng viết rõ		
1. Tên:		
2. Địa chỉ:		
3. Điện thoại:	3.a. Số Điện Thoại Phụ (<i>Không Bắt Buộc</i>):	
4. Địa Chỉ Email:		
5. Có Yêu Cầu về Định Dạng Dễ Tiếp Cận Hay Không?	☐ Chữ In Lớn	☐ Bảng Tiếng
	☐ TDD	☐ Khác
Phần II:		
6. Quý vị nộp đơn khiếu nại này thay mặt chính mình?	CÓ*	KHÔNG
*Nếu quý vị trả lời “có” cho câu hỏi #6, hãy đến Phần III.		
7. Nếu quý vị trả lời “không” cho câu hỏi #6, vui lòng cho biết tên của người mà quý vị nộp đơn khiếu nại giúp họ? Tên:		
8. Vui lòng cho biết quan hệ của quý vị với người này:		
9. Vui lòng giải thích tại sao quý vị nộp đơn cho một bên thứ ba:		
10. Vui lòng xác nhận rằng quý vị đã được bên khiếu nại cho phép nộp đơn thay mặt họ.	CÓ	KHÔNG
Phần III:		
11. Tôi tin rằng tôi đã bị phân biệt đối xử dựa trên (<i>chọn tất cả các trường hợp phù hợp</i>):		
☐ Chủng tộc Nguồn Gốc Quốc Gia	☐ Màu da	☐
12. Ngày xảy ra sự phân biệt đối xử bị cáo buộc: (<i>tháng/ngày/năm</i>)		
13. Giải thích càng rõ càng tốt về sự việc đã xảy ra và tại sao quý vị cho rằng quý vị đã bị phân biệt đối xử. Mô tả tất cả những người liên quan. Bao gồm tên và thông tin liên lạc của (những) người đã phân biệt đối xử đối với quý vị (nếu biết), cũng như tên và thông tin liên lạc của bất kỳ nhân chứng nào. Nếu cần thêm chỗ viết, hãy đính kèm các tờ giấy bổ sung		

Cơ Quan Quản Lý Giao Thông Pomona Valley
Đơn Khiếu Nại Theo Khoản VI, Trang 2

ĐƠN KHIẾU NẠI

Phần IV:		
14. Trước đây quý vị có từng nộp đơn khiếu nại Khoản VI cho Cơ Quan Quản Lý Giao Thông Pomona Valley hay không?	CÓ	KHÔNG
Phần V:		
15. Quý vị có từng nộp đơn khiếu nại cho bất kỳ cơ quan nào của Liên Bang, Tiểu Bang hay địa phương, hoặc cho bất kỳ tòa án nào của Liên Bang hay Tiểu Bang hay không? [] CÓ* [] KHÔNG Nếu có, hãy chọn tất cả các trường hợp phù hợp: [] Cơ Quan Liên Bang _____ [] Cơ Quan Tiểu Bang _____ [] Tòa Án Liên Bang _____ [] Cơ Quan Địa Phương _____ [] Tòa Án Tiểu Bang _____		
16. Nếu quý vị trả lời “có” cho câu hỏi #15, hãy cung cấp thông tin về một người liên lạc tại cơ quan/tòa án nơi nộp khiếu nại.		
Tên:		
Chức danh:		
Cơ quan:		
Địa chỉ:		
Điện thoại:		Email:
Phần VI:		
Tên của Cơ Quan Giao Thông bị khiếu nại:		
Người Liên Lạc:		
Điện thoại:		

Quý vị có thể đính kèm bất kỳ tài liệu văn bản hoặc thông tin nào khác mà quý vị cho rằng liên quan đến khiếu nại của mình.

Vui lòng trực tiếp nộp đơn này hoặc gửi mẫu đơn này qua đường bưu điện đến địa chỉ bên dưới:
Nicole Carranza, Title VI Coordinator
Pomona Valley Transportation Authority 2120 Foothill Blvd. #116 La Verne, CA 91750

List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

Since the approval of this report, Pomona Valley Transportation Authority has not been involved in any transportation-related Title VI investigations, lawsuits or complaints.

Pomona Valley Transportation Authority **List of Investigations, Lawsuits and Complaints**

Type of Process	Date	Summary (including basis of complaint)	Status	Action(s) Taken
Investigations				
1. None				
2.				
Lawsuits				
1. None				
2.				
Complaints				
1. None				
2.				



TITLE VI PROGRAM

Public Participation Plan

Developed: July 2026

Approved by Pomona Valley Transportation Authority

Board of Directors:

August 12, 2026

Nicole Carranza, PVTA CEO

Pomona Valley Transportation Authority

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La Verne, CA

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Table of Contents

Public Participation Plan	22
Summary of Outreach Efforts Made Since 2023	27

1. Introduction

Purposes of This Plan

As part of its Title VI Program, Pomona Valley Transportation Authority (PVRTA) is bolstering its public participation processes. PVRTA is also enhancing its strategies for engaging minority and Limited English Proficient individuals. This plan provides guidelines for involving the public in PVRTA planning efforts to ensure that all groups are represented, and their needs considered.

PVRTA is committed to ensuring it serves the Pomona Valley fairly, consistently and in the most cost-efficient and appropriate manner within available resources. Through conversation and collaborating with riders, prospective riders, and the larger surrounding community, PVRTA will be able to assess the quality of its service, measure potential impacts to the community from PVRTA initiatives or proposed initiatives, and ensure that it is providing valuable services to the residents and visitors of the Pomona Valley.

2. Public Participation Process

Approach to Public Participation

The public participation process should be considered at the earliest stages of any PVRTA project that may impact the surrounding community, its riders, and potential riders. As projects vary in time and size, the public participation process may vary for each, as well as the extent of public participation. The following outlines tools and strategies to ensure that public input is invited and all foreseeable impacts to the community are considered.

Examples of Events or Service Changes that will require a public participation plan are:

- Changes to fares, service area or revenue hours

- Short and Long Range Transportation Plan, Comprehensive Operational Analysis
- Studies to implement new services; facilities or yard construction projects

Outreach Requirements and Activities

The following activities are intended to serve as guidelines for outreach to ensure that all riders and potential riders in the Pomona Valley have equal access and opportunity to participate in transportation planning and decision-making. These also provide strategies for soliciting input and engaging various communities.

Any notices will be posted at least two weeks prior to the public event.

- Notices may be posted at PVRTA headquarters, on buses and at key community centers with whom PVRTA has relationship.
- Information about public participation opportunities will also be posted on PVRTA's website at least two weeks prior to the event.
- Comments will be accepted via the PVRTA website, at public outreach events, via email, by mail, and by phone to ensure that all populations have the opportunity to participate.

Outreach Methods to Engage Minority and Limited English Proficient Populations

- Spanish and Chinese language notices will be developed and posted with English notices.
- Notices in Spanish & Chinese will be provided on vehicles serving areas with concentrations of LEP individuals in those language groups.
- Event information on PVRTA's website will be posted in English, Spanish and Chinese as appropriate and necessary.
- PVRTA will distribute event information to community groups and agencies that work with LEP populations, if such contacts exist.

- PVRTA staff as is possible will provide interpretation or translation at any public meetings or workshop. When it is appropriate or necessary, PVRTA will ensure non-English language interpretation in additional languages is available.

Currently, Spanish and Chinese are the only quantifiable populations within PVRTA's service area that are limited English proficient. PVRTA will continue assessing the language needs of citizens in its service area through its Language Assistance Plan. At such time, as another group with limited English proficiency reaches significant mass, PVRTA will review this plan and its strategies to engaging with non-English speaking populations.

Some larger projects will require a specific public participation plan that will be developed in the planning stages of the project. This plan will outline specific outreach activities, goals and objectives of the public involvement, as well as specific techniques to be used for outreach activities. The project-based public participation plan will also identify any populations requiring special outreach to ensure they have access to information and the opportunity to make comments regardless of race, religion, age, income, color, national origin, or disability.

The public participation process for these projects will be augmented with specific outreach activities appropriate for the particular projects, such as, additional public workshops, focus groups and surveys. Where more than one public workshop or forum will be held, and as funding allows, one workshop will be held in the morning and a second in the evening to accommodate varying schedules. As is possible, public participation events will be held at central locations close to a bus stop in an ADA accessible room. These projects may also require the development of materials such as fact sheets, newsletters, a project webpage, and additional media releases.

Outreach methods to engage minority and limited English proficient populations

- PVRTA will continue cultivating relationships with community agencies that serves LEP populations.
- As they are identified, notices will be sent to Spanish and Chinese language magazines, newspapers, and/or radio stations.
- Public outreach events may include attending already existing community meetings and gatherings, such as school meetings, farmers markets, faith-based events, and other community activities in order to invite participation from LEP populations who may not attend PVRTA hosted public events.
- PVRTA will ensure that non-English language interpretation will be available at any public meeting or workshop as is appropriate and necessary

Summary of Outreach Efforts Made Over the Last Three Years

PVRTA's Senior Program Manager, Mobility Manager and Travel Trainer participate in these recurring events:

- **Presentations to Senior Centers/Community Centers/ Senior Living-** From July 2023 through June 2026, PVRTA's Mobility Manager maintained an active and consistent community outreach presence throughout the cities of Claremont, La Verne, Pomona, and San Dimas. The Mobility Manager conducted tabling and community outreach approximately twice per week in each of the four member cities, resulting in an estimated 1,248 tabling events over the three-year period. These outreach efforts provided residents with direct access to information regarding PVRTA transportation programs and services,

assistance with understanding available mobility options, and opportunities to ask questions and provide feedback. This ongoing presence also helped PVRTA connect with community members who may benefit from its transportation services and increase awareness of available mobility resources throughout the service area.

- **Claremont Village Venture**-PVRTA participates annually at Claremont Village Venture, a street fair that normally draws over 15,000 people. Annually PVRTA provides a shuttle for over 800 people. In addition to the shuttle PVRTA mobility manager and travel trainer table at the event and in the past 3 years PVRTA staff has talked to over 1,500 people about the programs.
- **Senior Health Fairs and Other Special Events**-PVRTA staff participated in the senior health fairs at each of the four cities.
- **Rider and Community Surveys**--During the last three years PVRTA conducted 2 rider surveys. Participants were able to request other languages as needed. PVRTA only needed to perform surveys in both English and Spanish.



TITLE VI PROGRAM Language Assistance Plan

Developed: July 2026
Approved by Pomona Valley Transportation Authority
Board of Directors:
Aug 12, 2026

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Table of Contents

Introduction	31
Overview of PVRTA's Service Area and Services	32
Language Assistance Goals	32
Safe Harbor Provision	33
Results of the Four Factor Analysis	34
Factor 1	34
Factor 2	35
Factor 3	36
Factor 4	37
Implementation Plan	39
Timeline/Major Milestones	39
Language Service Provision	43
PVRTA Website	45
Outreach	45
Monitoring, Evaluating and Updating the LAP	45
Staff Training	46

1. Introduction

This language Assistance Plan was developed during the process of preparing PVRTA's Title VI Program to ensure that PVRTA services are accessible to limited English Proficient (LEP) individuals. Title VI of the 1964 Civil Right Act is one of two federal mandates that guarantee the provision of meaningful access to federally-funded services for LEP individuals:

- Title VI of the 1964 Civil Right Act prohibits federally-funded agencies from discriminating against individuals based on race, color, and national origin and includes meaningful access to LEP customers.
- President's Executive Order 13166, "improving Access to Services for Persons with Limited English Proficiency" (August 11, 2000): Instructs federal agencies to improve access to services by mandating that any federally conducted or assisted programs of activities (e.g. recipients of federal funding) must provide meaningful access to LEP customers.

PVRTA's Title VI Program was prepared in the Winter of 2017 in accordance with FTA Circular 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients, October 1, 2012.

PVRTA's Title VI Program Administrator is:

Nicole Carranza, CEO

PVRTA

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Email – nicole@pvtrans.org

More information about PVRTA's Title VI Program is available at:

www.pvtrans.org/titleVI

2. Overview of PVRTA's Service Area and Services

The Pomona Valley is located approximately 30 miles east of Los Angeles. Pomona Valley Transportation Authority (PVRTA) is a Joint Powers Authority serving the cities of Claremont, La Verne, Pomona and San Dimas with a service population of 255,000.

PVRTA is the community transit provider for the Pomona Valley. Its primary service, Get About, is an elderly and disabled demand response service. Get About operates throughout the four cities. Get About operates 8:00 a.m. to 5:00 p.m. weekdays and 8:00 a.m. to 2:00 p.m. Saturdays. Get About carries approximately 40,000 passengers annually.

PVRTA also operates three other demand response services on behalf of member cities, the Claremont Dial-a-Ride, Pomona Group Service and San Dimas Dial-a-Cab.

PVRTA provides all its transit services via private contractors. PVRTA has one service contract. The main contractor is for the dedicated vehicle services and they have a sub-contractor for demand response services (TNC). PVRTA has a fleet of 18 cut-a-way vehicles, 1 promaster, and 2 accessible minivans. PVRTA offices are located at 2120 Foothill Blvd, Ste. 116, La Verne, CA 91750.

3. Language Assistance Goals

PVRTA's goal is to provide meaningful access for LEP customers to PVRTA's services, information and materials by developing a Language Assistance Plan and by regular evaluation of the developed methods and strategies.

Safe Harbor Provision

The Federal Transit Authority Circular 4702.1B states:

"DOT has adopted DOJ's Safe Harbor Provision, which outlines circumstances that can provide a "safe harbor" for recipients regarding translation of written materials for LEP populations. The Safe Harbor Provision stipulates that, if a recipient provides written translation of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient's written translation obligations. Translation of non-vital documents, if needed, can be provided orally. If there are fewer than 50 persons in a language group that reaches the five percent (5%) trigger, the recipient is not required to translate vital written materials but should provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials, free of cost.

These safe harbor provisions apply to the translation of written documents only. They do not affect the requirement to provide meaningful access to LEP individuals through competent oral interpreters where oral language services are needed and are reasonable. A recipient may determine, based on the Four Factor Analysis, that even though a language group meets the threshold specified by the Safe Harbor Provision, written translation may not be an effective means to provide language assistance measures. For example, a recipient may determine that a large number of persons in that language group have low literacy skills in their native language and therefore require oral interpretation. In such cases, background documentation regarding the determination shall be provided to FTA in the Title VI Program."

Based on our analysis of census data there are two language groups whose representation exceeds the levels stipulated in the DOJ's Safe Harbor Provision. These language groups are Spanish and Asian/Pacific Island. After further research PVRTA has found Chinese to be the other highest language used. Accordingly, PVRTA will provide written translations of its vital documents into the aforementioned languages. Translations of the Title VI notice. Translation of non-vital documents, if needed, will be provided orally or in written form depending on the frequency of the need for these translations.

4. Results of the Four Factor Analysis

Factor 1: The number or proportion of LEP persons eligible to be served or likely to be encountered by the program or recipient.

PVTA used available census data to determine the geographic boundaries of its service area and identify LEP populations within that area. PVTA utilized the Census Bureau American Community Survey Table S1601. Based on our analysis we found two language groups with populations of LEP individuals greater than the Safe Harbor Provision level of over 5% or 1000 individuals (whichever is less).

<u>Language</u>	<u># of LEP Individuals</u>
Spanish	31,795
Asian and Pacific Island	10,685

Spanish and Asian and Pacific Island languages have the largest population of LEP individuals in PVTA's service area. To identify the languages under Asian and Pacific Island PVTA staff used the definitions that the Census Bureau provides. To filter it out even more we used the C16001 table and that is where we saw that Chinese was also the language that fell in the threshold. With that we were able to survey PVTA staff and contracted employees to see the frequency of contact with the languages. In total 10 drivers, 4 dispatchers, and 2 mobility managers were surveyed and it was concluded that Spanish was the most used language other than English. Drivers did state that they have come in contact with Chinese clients but not as frequent. In the past PVTA had already concluded that the Chinese language was used in the region so brochures and other vital documents had already been translated.

The results of the analysis are shown below in Table 4-1.

Pomona Valley American Community Survey		
Ability to speak English	Population	%
Total Population	235,743	100%
Language Other than English	118,915	50.44%
LEP Spanish	31,795	13.5%
LEP Asian/Pacific Island	10,685	4.5%

Factor 2: The frequency with which LEP persons come into contact with the program.

PVTA conducted a rider survey in January 2026 where it asked riders the language that was used at home. Out of 72 responses 92% stated that English was the language spoken, 7% stated Spanish was the language used and 1% stated other languages. PVTA also used a staff survey to gauge the frequency of contact with its services by LEP persons. The survey included 10 drivers and 4 call takers/dispatchers, 2 mobility managers. The results are summarized below:

1. All (10) drivers, (4) call takers/dispatchers, (2) mobility managers came in contact with LEP individuals.
2. All (10) drivers and all call takers/dispatchers indicated they had contact with LEP individuals several times a day.

3. All dispatchers and 8 drivers indicated contact with LEP individuals that were non-Spanish speaking. All dispatchers stated the other LEP language they were able to identify was Chinese but not frequently.

Based on the information from the staff survey, Spanish speaking individuals are accessing PVRTA's services daily. Other LEP individuals are accessing the PVRTA services far less often. Based on information derived from the development of the Title VI plan, PVRTA will continue outreach using Spanish and Chinese language information and materials. PVRTA will continue to monitor contact with LEP individuals who speak other languages.

Factor 3: The nature and importance of the program, activity, or service provided by the program to people's lives

PVRTA's transportation services provide our riders with access to many vital resources. These include medical appointments, therapy, shopping, and employment as well as centers of social activities like senior centers.

Results of LEP Outreach Activity (as it relates to importance of services)

Based on this information it is clear that PVRTA serves many transit dependent individuals for whom its services are the primary transportation resource. For this reason PVRTA is committed to translating vital documents relating to its services. Vital documents are those that demonstrate how to use PVRTA services, how to access services and additional information, and information about PVRTA's Title VI program.

Get About Rider Survey

48% - Have used Get About for medical appointments

28% - Have used Get About for shopping

82% - Indicate they have incomes below \$30,000 annually

56% - Make use of a wheelchair or Mobility Device

69% - Do not own a car

Factor 4: The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach.

In PVTA's Public Participation Plan, we laid out the types of outreach activities that will be undertaken for various public events. A large portion of outreach will be accomplished through cultivating relationships with key contacts within the LEP populations. PVTA will keep this network of contacts informed of activities, services, and events. PVTA works with them to connect with the LEP populations. Use of this network will be a key element in PVTA's outreach strategy and will have little or no associated costs.

We provide the Get About and Claremont DAR brochures in Spanish. Promotional materials and announcements for these services are provided in Spanish in communities with high concentrations of LEP individuals. We utilize bilingual personnel in positions coming into frequent contact with LEP individuals. Currently, 6 (6) of our thirteen (13) drivers and twelve (3) of our Seventeen (7) dispatchers are fluent in both English and Spanish.

Table 4-2, below, identifies several potential outreach strategies that may be utilized as is appropriate and their associated cost

Pomona Valley Transportation Authority
Title VI Program

TITLE VI PROGRAM FOUR FACTOR ANALYSIS: FACTOR 4

Translation of Written Documents		Interpretation & Translation Services		Advertisements & Outreach	
Specific elements	Unit Costs (range)	Specific elements	Unit Costs	Specific elements	Unit Costs
<i>Vital Documents:</i>		Workplace Languages	Varies	Availability of language assistance poster development and printing	TBD
Title VI Notice to the Public		Simultaneous interpreter for level two public events	TBD	LEP-language radio spots (optional)	TBD
Complaint Form	\$100-\$200	Workplace Languages		Adverts in LEP-language publications (optional)	
Complaint Procedures	\$100-\$200	Workplace Languages			
Rider Guide	\$100-\$200	Workplace Languages			
ADA Application	\$100-\$200				
Signage advertising PVTA's language assistance program	\$100-\$200				
System Map	N/A				
Individual route schedules where practical	N/A				
<i>Ad-hoc Documents:</i>					
Fliers/advertisements for public events	\$100-\$200	Workplace Languages			
<i>Website</i>	Translation through google				

5. Implementation Plan

Timeline/ Major Milestones

Table 5-1 below lists the major activities associated with this Plan and assigns each an anticipated date to be started or completed. Activities that have been labeled with the “NOW” category are those that have already been completed or are currently in progress.

Table 5-1

Task 1: Identifying LEP Individuals Who Need Language Assistance

ITEM		NOW	Next Year Beginning 7/1
1.1	Assess the LEP population in PVRTA's service area - Four Factor Framework Analysis - Outreach to community groups serving LEP persons - Interview/survey PVRTA staff and contractor personnel about previous experience with LEP individuals	X	
1.1	Identify areas within the service district and routes serving areas with high concentrations of LEP individuals.	X	

Task 2: Language Assistance Measures Developing Assistance Procedures

ITEM		NOW	Next Year Beginning 7/1
2.1	Develop a list of language assistance products and methods and how PVRTA can access these.	X	
2.2	Develop procedures for customer service staff regarding: - how to respond to LEP callers - how to respond to correspondence from LEPs - how to respond to LEPs in person - how to document LEP needs - how to respond to civil rights complaints.	X	
2.3	Develop procedures for vehicle operators, station managers, and others who regularly interact with the public on how to respond to an LEP individual.	X	

Table 5-1, Continued

Task 2: Language Assistance Measures
Translating documents

ITEM		NOW	Next Year Beginning 7/1
2.4	Develop a process for determining: • If a particular document needs to be translated into which languages it should be translated.	X	
2.5	Translate vital documents, including: • PVTa brochures • Polices • Service changes • Title VI Civil Rights Notice, Complaint Form and Procedures • Get About Application	X	

Task 2: Language Assistance Measures
Live Interpretation or Translation

ITEM		NOW	Next Year Beginning 7/1
2.6	Develop a list of language assistance products and methods and how PVTa can access these.	X	
2.7	Establish competency standards for interpreters and translators; including: PVTa will determine the interpreter or translator's competency in English and the other language; PVTa will train the interpreter in specialized terms; PVTa will instruct the interpreter or translator that he or she should not deviate into a role as counselor, legal advisor, or any other role aside from interpreting; PVTa will ask the interpreter to attest that s/he does not have a conflict of interest on the issues that they would be providing interpretation services.	X	
2.8	Develop a PVTa policy that states that all interpretation and written translation must be performed by approved vendors/individuals whose competency has been established.	X	

Table 5-1, Continued

Task 3: Training Staff

ITEM		NOW	Next Year Beginning 7/1
3.1	Identify which PVTa staff and contractor personnel are likely to come into contact with LEP individuals	X	
3.2	Develop procedure/schedule for LEP training for identified PVTa staff and contractor personnel, for new-hires, and continued training	X	
3.3	Develop curriculum for and train frontline, customer service, and staff likely to interact (operators, etc.) with LEPs in language assistance procedures identified in 2.1 and 2.2 and 2.3	X	

Task 4: Providing Notice to LEP Persons

ITEM		NOW	Next Year Beginning 7/1
4.1	Inventory the existing public service announcements and community outreach PVTa currently performs.	X	
4.2	Incorporate notice of the availability of language assistance into existing outreach methods Develop language regarding language assistance in multiple languages for posters/signage/notices Develop non-English outreach materials: Place foreign-language ads in publications serving second language populations to share current significant, service-related announcements Place a notice of right to language assistance, at no cost, on important outreach documents and on PVTa's website.	X	
4.3	Create sign in multiple languages informing LEP clients about available language services and post	X	

4.4	Undertake targeted community outreach to LEP populations. - Continue developing relationships with community leaders & LEP populations identified during Four Factor Analysis - Develop policy for when (what type of service changes/announcements) to conduct targeted community meetings for LEP populations	X	
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Task 5: Monitor and Update the Language Assistance Plan

ITEM		NOW	Next Year Beginning 7/1
5.1	Assign Day-to-day administration of LEP program, ensuring compliance and correct implementation.	X	
5.2	Develop a process for receiving feedback on language assistance measures Add a question to any surveys to assess respondents' English proficiency and primary spoken language. On-going dialogue with groups serving LEP populations Review demographic changes reported by Census data	X	
5.3	Conduct internal monitoring regarding language assistance measures Routinely survey/interview PVRTA staff about interaction with LEPs and their ability to successfully interact	X	
5.4	Make changes to the language assistance plan based on feedback received	X	
5.5	Consider new language assistance needs when expanding service Identify service changes affecting areas with high concentrations of LEP individuals and develop mitigation strategies		X

Responsibility for Implementing the Language Assistance Plan

The Title VI Program Administrator will be responsible for overseeing the implementation of this plan and assigning tasks as appropriate.

PVTA's Title VI Program Administrator is:

Nicole Carranza, CEO

PVTA

2120 Foothill Blvd, Ste. 116

La Verne, CA 91750

909-596-7664

Email - nicole@pvtrans.org

Language Service Provision

Interpretation Services

1. PVTA has in place a contract with Language Line Personal Interpreter to provide simultaneous interpretation for callers and for customers in service with whom staff can't communicate.
2. When a customer directly calls the Language Line phone number, Language Line will connect with PVTA and translate the callers and PVTA's conversation.
3. When a customer calls PVTA directly and with whom a staff member can't communicate, staff will connect with Language Line to translate. This step will be followed for customers at PVTA's headquarters and other service centers. If there isn't a staff member available who can translate, Language Line services will be used.
4. Simultaneous interpretation at public events will be determined on a

case-by-case basis by examining several factors, such as:

- the type and size of event;
- the availability of a PVRTA staff member to interpret;
- the availability of a staff member of a host organization to interpret, etc.

For small outreach events, proactive outreach, smaller travel training and transit awareness events, bilingual staff members will assist with translation where appropriate and feasible. For large outreach events, where it is appropriate and necessary to do so, PVRTA will hire an interpreter through a local or regional service.

Translation of Vital Documents

1. Based on the results of the four factor analysis, the following vital documents have already been translated into Spanish and Chinese the LEP languages within PVRTA's service area, in accordance with the timeline established in the previous pages:

Vital Documents - Stage 1

- 1) Title VI Program
 - Title VI Notice to the Public
 - Complaint Form
 - Complaint Procedures
- 2) PVRTA Rider Information
 - Brochure
- 3) Get About Application

Vital Documents - Stage 2

1. Signage advertising PVRTA's language assistance program, particularly Language Line number and translated information on its website.

2. Going forward, the extent of PVRTA's ability and obligation to translate written documents will be determined on a case-by-case basis, by looking at all elements presented in the Four Factor Analysis.

PVRTA's Website

1. All translated vital documents are posted on PVRTA's website on their respective pages.
2. PVRTA has been using Google Translate for the website. As of now it has worked properly for our needs. PVRTA will continue monitoring this and always look at other possible solutions if necessary.

Outreach

1. To ensure that LEP individuals are aware of PVRTA's language assistance measures PVRTA will develop simple signage that advertise
 - PVRTA's Language Line number offering free-of-charge interpretation services
 - Information is available in other languages on the website.
2. Language assistance signage is posted at the following locations:
 - PVRTA offices
 - PVRTA vehicles
 - Community centers and/or popular destinations identified during the Four Factor Analysis and ongoing outreach
3. PVRTA outreach staff will continue developing relationships with organizations that serve LEP individuals and developing strategies to spread awareness of PVRTA's language assistance services.

6. Monitoring, Evaluating, and Updating the LAP

1. A thorough review of this Language Assistance Plan will be undertaken every three years concurrent with updating and submitting the PVRTA Title VI Program. At that time, the LEP population will be reassessed, to ensure all significant LEP languages are included in PVRTA's language assistance efforts. The following reoccurring reporting and evaluation measures will be used to update the Language Assistance Plan:
2. PVRTA will regularly assess the effectiveness of how PVRTA communicates with LEP individuals by:
 - Including questions about language assistance and information needs on any community surveys
 - Conversations with Key contacts that work with LEPs
 - Ad-hoc outreach with LEP groups
3. PVRTA will track its language assistance efforts, including:
 - Reporting front-line staff's interactions with LEP
 - Language Line reports

7. Staff Training

PVRTA's Title VI Program Administrator has developed training guidelines for PVRTA and contractor personnel with training being conducted until all pertinent staff has received. This training will include the following:

- How to respond to LEP callers
- How to respond to correspondence from LEPs
- How to respond to LEPs in person
- How to document LEP needs
- How to respond to civil rights complaints

Training occurs every three years when the Title VI program is updated and whenever a new person is hired.

Membership of Non-Elected Committees and Councils

Pomona Valley Transportation Authority does not have a non-elected transit related advisory council at this time.

Title VI Equity Analysis

Pomona Valley Transportation Authority did not use any federal funds for the construction of a facility; therefore, we did not conduct a Title VI Equity Analysis.

Board of Directors Approval of Pomona Valley Transportation

POMONA VALLEY TRANSPORTATION AUTHORITY BOARD OF DIRECTORS AUTHORIZING THE TITLE VI COMPLIANCE PLAN FOR THE AGENCY.

Resolution No.

WHEREAS, Pomona Valley Transportation Authority desires to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation's FTA Circular 4702.1B, "Title VI Requirement and Guidelines for Federal Transit Administration Recipients,"

WHEREAS, the Board of Directors wishes to authorize approval of the compliance plan developed by staff to comply with necessary provisions of the Civil Rights Act,

NOW, THEREFORE BE IT RESOLVED, by the Board of Directors of Pomona Valley Transportation Authority as follows:

1. The Administrator is authorized to implement the components of the plan in order to meet Federal requirements.
2. The Administrator is authorized to implement policies that may be necessary to comply with subsequent revisions or interpretations to the Civil Rights Act.

PASSED AND ADOPTED by the Board of Directors of Pomona Valley Transportation Authority, State of California, on this 12th day of August, 2026.

Chair of the Board

August 12, 2026

AGENDA

ITEM #4

MEMORANDUM

To: Pomona Valley Transportation Authority

From: Erika Jacquez, Senior Program Manager

Subject: **Operations Report FY26**

Summary

Overall system performance remained strong through June FY26. Across all four programs, PVTA provided 82,405 trips and 93,800 passengers, with on-time performance generally ranging from 97% to 99% across services and consistently low no-show rates. Ridership trends varied by program. Claremont and San Dimas both experienced significant growth over FY25, while Get About operated at lower trip volumes following service management efforts to remain within the program's annual revenue hour cap. Demand for wheelchair-accessible transportation remains significant throughout the system, particularly within Get About and San Dimas Dial-A-Cab services.

Key themes for the period:

- Service reliability continues to be a systemwide strength.
- Claremont and San Dimas programs continue to experience strong ridership growth.
- Get About service levels remain stable while operating within annual revenue hour limitations.

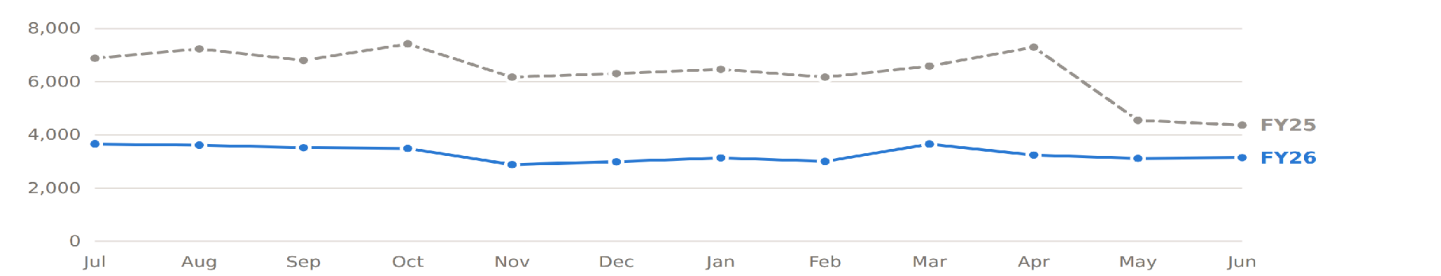
Get About – Total

Van + Ready Now + Supplemental

The largest program. Fewer trips by design — volumes were held inside the 15,000-hour cap — with reliability up and total cost down.

TRIPS	PASSENGERS	WHEELCHAIR TRIPS
39,481	42,918	5,037
▼ 48.2% FY25 76,265	▼ 49.9% FY25 85,723	▼ 59.2% FY25 12,360
ON-TIME	COST PER TRIP	TOTAL COST
98.3%	\$82.68	\$3.26M
▲ 4.0% FY25 94.5%	▲ 47.7% FY25 \$55.98	▼ 23.5% FY25 \$4.27M

Month by month



Monthly trips, FY26 compared with FY25

Year over year

	FY25 June	FY26 June	FY25 full year	FY26 full year	Change
SERVICE					
Trips	4,369	3,148	76,265	39,481	-48.2%
Passenger per hour	2.65	2.40	2.74	2.59	-5.3%
Wheelchair trips	667	384	12,360	5,037	-59.2%
QUALITY					
On-Time Performance %	98.0%	99.8%	94.5%	98.3%	4.0%
No Show %	4.0%	0.0%	5.3%	3.9%	-26.4%
COST					
Cost per trip	\$76.08	\$86.52	\$55.98	\$82.68	47.7%
Total cost	\$332,381	\$272,374	\$4,269,513	\$3,264,292	-23.5%

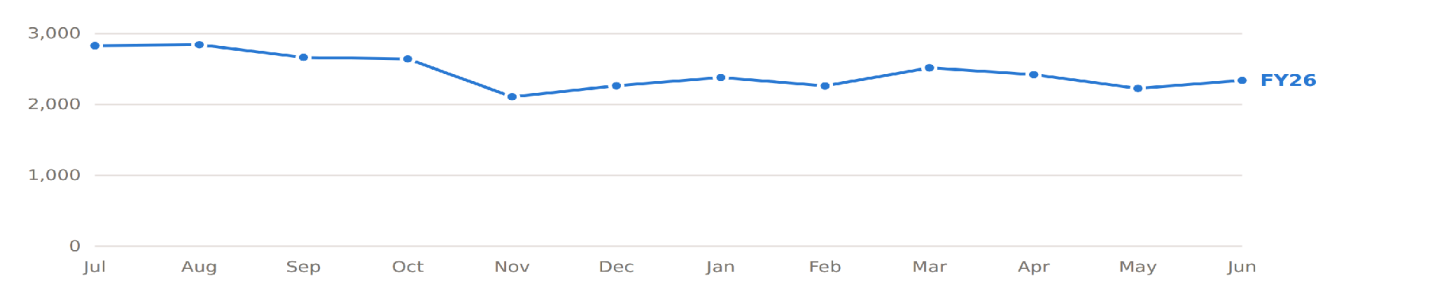
Get About – Van

Core demand-response service

Finished the year inside every limit: 92% of available revenue hours, 66% of budgeted trips, 13% under budget.

TRIPS	WHEELCHAIR TRIPS	PASSENGERS PER HOUR
29,493	4,669	2.37
▼ 54.0% FY25 64,141	▼ 55.3% FY25 10,453	▼ 16.8% FY25 2.84
ON-TIME	COST PER TRIP	TOTAL COST
97.1%	\$98.60	\$2.91M
▲ 2.7% FY25 94.5%	▲ 71.8% FY25 \$57.38	▼ 21.0% FY25 \$3.68M

Month by month



Monthly trips, FY26 (no FY25 monthly detail in the workbook)

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Trips	3,177	2,337	64,141	29,493	-54.0%
Passenger per hour	2.52	2.23	2.84	2.37	-16.8%
Wheelchair trips	466	362	10,453	4,669	-55.3%
QUALITY					
On-Time Performance %	98.0%	99.6%	94.5%	97.1%	2.7%
No Show %	4.0%	0.0%	5.3%	4.0%	—
COST					
Cost per trip	\$85.91	\$103.04	\$57.38	\$98.60	71.8%
Total cost	\$272,946	\$240,814	\$3,680,523	\$2,907,999	-21.0%

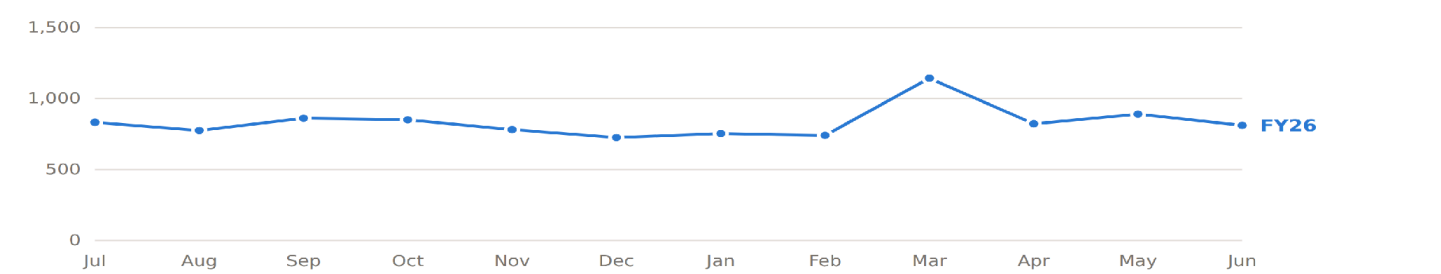
Get About – Ready Now

Uber-based same-day service

The cost-effective piece of Get About: a third of Van’s cost per trip, and the only Get About component that grew.

TRIPS	PASSENGERS PER HOUR	ON-TIME
9,983	3.72	99.2%
▲ 32.1% FY25 7,556	▲ 9.7% FY25 3.39	▲ 0.0% FY25 99.2%
COST PER TRIP	TOTAL COST	
\$35.68	\$356,185	
▲ 18.2% FY25 \$30.18	▲ 56.2% FY25 \$228,023	

Month by month



Monthly trips, FY26 (no FY25 monthly detail in the workbook)

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Trips	970	811	7,556	9,983	55.0%
Passenger per hour	4.02	3.14	3.39	3.72	30.0%
QUALITY					
On-Time Performance %	99.2%	100.0%	99.2%	99.2%	0.0%
No Show %	2.4%	1.2%	2.4%	31.4%	0.0%
COST					
Cost per trip	\$45.47	\$38.91	\$30.18	\$35.68	40.0%
Total cost	\$44,102	\$31,560	\$228,023	\$356,185	96.0%

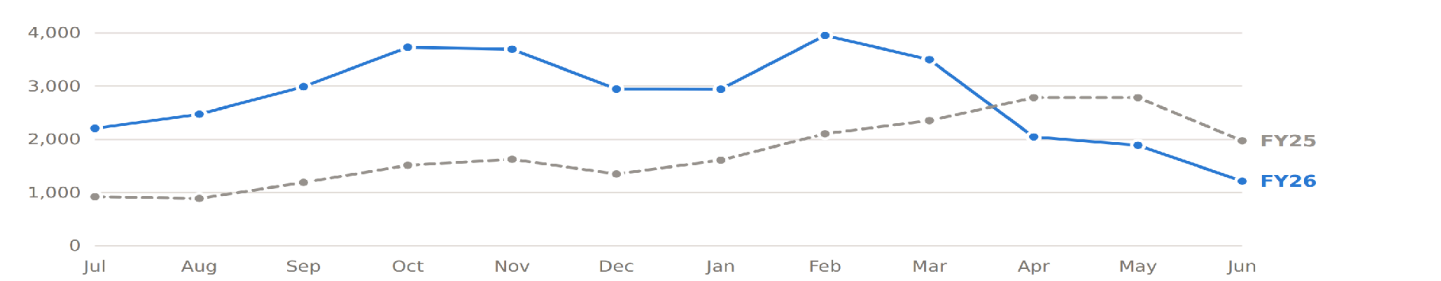
Claremont – Total

Dial-A-Ride + Group

The strongest growth story of FY26 — up 59% in trips — but ridership fell steadily after the February peak.

TRIPS	PASSENGERS	WHEELCHAIR TRIPS
33,606	39,990	528
▲ 59.1% FY25 21,128	▲ 53.5% FY25 26,053	▲ 141.1% FY25 219
ON-TIME	COST PER TRIP	TOTAL COST
98.4%	\$19.74	\$663,514
▼ 0.5% FY25 98.9%	▲ 7.5% FY25 \$18.37	▲ 70.9% FY25 \$388,209

Month by month



Monthly trips, FY26 compared with FY25

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Trips	1,976	1,217	21,128	33,606	59.1%
Passenger per hour	6.36	4.30	7.52	7.48	-0.6%
Wheelchair trips	54	35	219	528	141.1%
QUALITY					
On-Time Performance %	100.0%	98.2%	98.9%	98.4%	-0.5%
No Show %	3.0%	0.0%	5.1%	0.4%	-92.6%
COST					
Cost per trip	\$22.44	\$27.43	\$18.37	\$19.74	7.5%
Total cost	\$44,346	\$33,385	\$388,209	\$663,514	70.9%

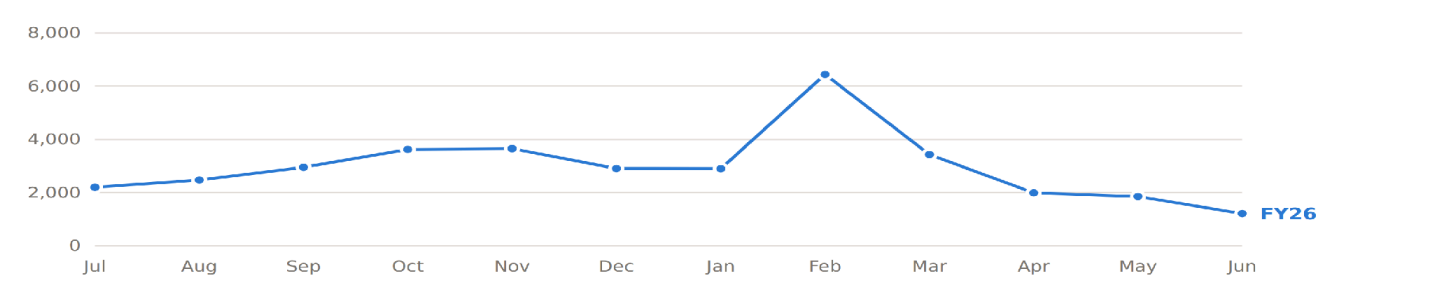
Claremont Dial-A-Ride

General public and senior dial-a-ride

Carries almost all Claremont activity. Near-perfect reliability; ridership softened through the Spare transition.

TRIPS	WHEELCHAIR TRIPS	PASSENGERS PER HOUR
35,677	497	6.66
▲ 73.0% FY25 20,627	▲ 135.5% FY25 211	▼ 7.0% FY25 7.16
ON-TIME	COST PER TRIP	TOTAL COST
99.4%	\$17.94	\$639,961
▼ 0.5% FY25 99.9%	▲ 16.5% FY25 \$15.39	▲ 101.5% FY25 \$317,529

Month by month



Monthly trips, FY26 (no FY25 monthly detail in the workbook)

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Trips	1,974	1,215	20,627	35,677	73.0%
Passenger per hour	6.38	4.30	7.16	6.66	-7.0%
Wheelchair trips	54	31	211	497	135.5%
QUALITY					
On-Time Performance %	100.0%	96.4%	99.9%	99.4%	-0.5%
No Show %	6.0%	0.0%	6.3%	0.4%	-93.3%
COST					
Cost per trip	\$22.34	\$27.33	\$15.39	\$17.94	16.5%
Total cost	\$44,102	\$33,200	\$317,529	\$639,961	101.5%

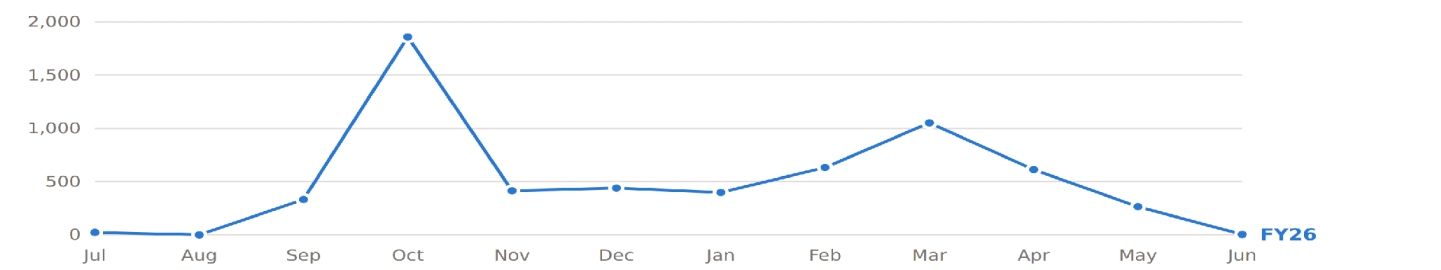
Claremont Group

Scheduled group trips

Small and lumpy by nature — a few scheduled trips carry many passengers, so cost per trip swings widely.

PASSENGERS	WHEELCHAIR TRIPS	PASSENGERS PER HOUR
6,039	31	24.35
▲ 30.2% FY25 4,640	▲ 287.5% FY25 8	▲ 147.1% FY25 9.86
ON-TIME	COST PER GROUP TRIP	TOTAL COST
98.7%	n/a †	\$45,474
▲ 0.8% FY25 97.9%	source data needs review	▼ 35.7% FY25 \$70,680

Month by month



Monthly passengers, FY26 (no FY25 monthly detail in the workbook)

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Passengers	4	4	4,640	6,039	30.2%
Passenger per hour	3.25	4.49	9.86	24.35	147.1%
Wheelchair trips	0	4	8	31	287.5%
QUALITY					
On-Time Performance %	100.0%	100.0%	97.9%	98.7%	0.8%
No Show %	0.0%	0.0%	3.9%	44.4%	1054.3%
COST					
Cost per passenger	\$60.84	\$207.29	\$15.23	\$94.34	519.4%
Total cost	\$243.37	\$184.49	\$70,680	\$45,474	-35.7%

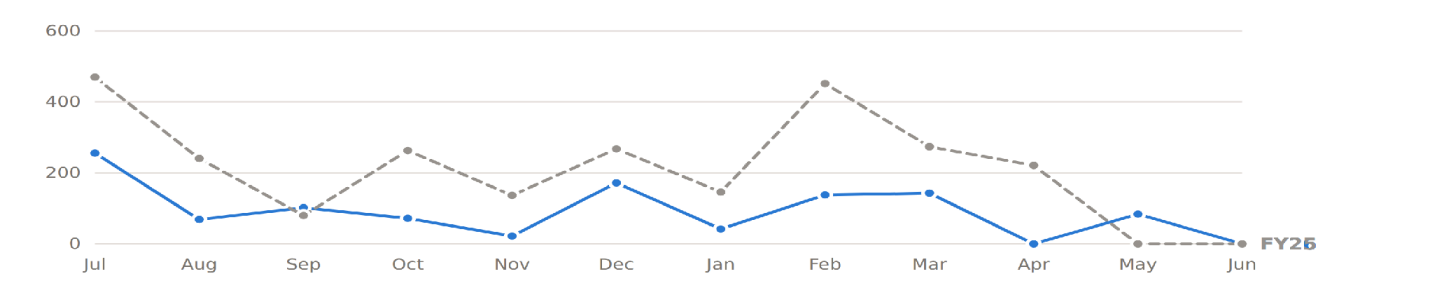
Pomona Group

Scheduled group trips

The smallest program, and shrinking: 114 trips for the year, with no service in April or June.

TRIPS	PASSENGERS	WHEELCHAIR TRIPS
114	1,100	22
▼ 54.6% FY25 251	▼ 56.9% FY25 2,552	▲ 37.5% FY25 16
ON-TIME	COST PER TRIP	TOTAL COST
n/a †	\$18.21	\$20,032
source data needs review	▼ 92.6% FY25 \$246.78	▼ 67.7% FY25 \$61,942

Month by month



Monthly passengers, FY26 compared with FY25

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Passengers	0	0	2,552	1,100	-56.0%
Passenger per hour	0.00	—	5.43	11.67	113.0%
Wheelchair trips	0	0	16	22	38.0%
QUALITY					
On-Time Performance %	0.0%	0.0%	96.8%	27.36 †	-200.0%
No Show %	0.0%	0.0%	0.0%	0.0%	0.0%
COST					
Cost per trip	\$0.00	—	\$246.78	\$18.21	—
Total cost	\$0.00	\$0.00	\$61,942	\$20,032	-67.0%

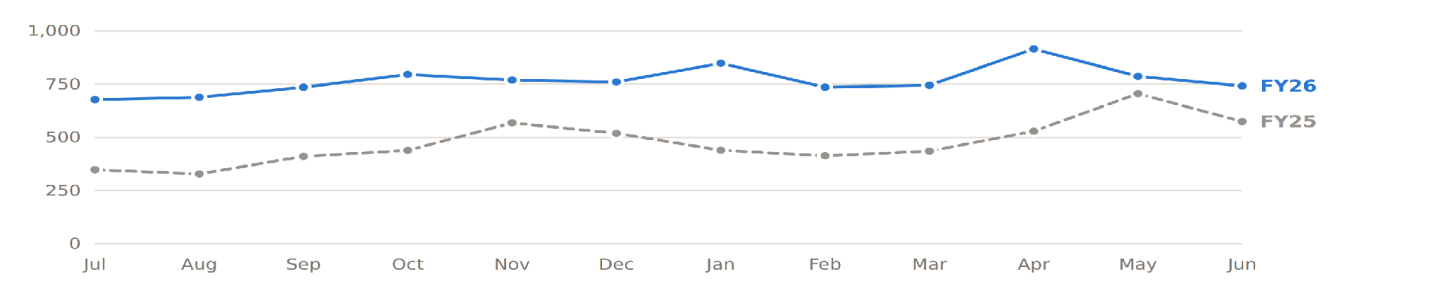
San Dimas Dial-A-Cab

TNC based dial-a-cab

Fastest-Growing Program: Trips increased by 61%, with wheelchair trips increasing by 39%, while the program remains the second-lowest in cost per trip. Since service is provided through both Transdev and Uber, it is also important to consider the hourly operating cost. When Transdev provides the service, PVTA incurs both a fixed and hourly rate, resulting in a cost per service hour of \$111.

TRIPS	PASSENGERS	WHEELCHAIR TRIPS
9,204	9,792	841
▲ 61.0% FY25 5,717	▲ 59.1% FY25 6,156	▲ 39.5% FY25 603
ON-TIME	COST PER TRIP	TOTAL COST
98.4%	\$27.06	\$249,041
▼ 0.8% FY25 99.2%	▲ 24.4% FY25 \$21.75	▲ 100.3% FY25 \$124,337

Month by month



Monthly trips, FY26 compared with FY25

Year over year

	FY25 June	FY26 June	FY25 total	FY26 total	Change
SERVICE					
Trips	575	742	5,717	9,792	71.3%
Passenger per hour	5.18	3.91	4.53	4.90	8.0%
Wheelchair trips	106	82	603	841	39.5%
QUALITY					
On-Time Performance %	98.0%	97.7%	99.2%	98.4%	-0.8%
COST					
Cost per trip	\$25.67	\$31.37	\$21.75	\$27.06	24.4%
Total cost	\$14,759	\$23,275	\$124,337	\$249,041	100.3%



Pomona Valley Transportation Authority

Transportation Feasibility Study Executive Summary

June 2026

Acknowledgements

This feasibility study would not have been possible without the guidance, support, and contributions of many individuals and organizations.

First, agape Mobility would like to extend our sincerest gratitude to the entire Project Team which includes the following members:

- Randy Farwell, Benesch
- Taylor Cox, Benesch
- Logan Patterson, Benesch
- Stephen Kuban, Kuban Transit Solutions

In addition to Team members, we would like to thank the Pomona Valley Transportation Authority (PVRTA) Board Members, City Member Administration, and numerous City staff members for sharing valuable insights and demonstrating patience throughout the study period. In addition, we would like to thank PVRTA's operations contractor staff at Transdev for providing several reports, quickly responding to data requests, and answering questions.

A special thank you goes to the **PVRTA Riders** for participating in our workshops, surveys, and providing the primary data required to ensure the accuracy of our market research and ridership analysis. We recognize the importance and dependence PVRTA services provides to the greater Pomona Valley community.

Finally, we want to specifically recognize PVRTA staff who tirelessly clarified services, provided guidance with data inquiries, and helped inform on operational-based questions. Without your dedication and constructive feedback, the report and recommendations would not have been as refined. We acknowledge:

- Nicole Carranza, CEO
- Erika Jacquez, Senior Program Manager
- Vanessa Nalbandian, Administrative Manager
- Diana Mendez, Mobility Manager
- Susan Dominguez, Travel Trainer

To everyone who contributed directly or indirectly to the success of this endeavor, we express our deepest appreciation.

With sincere gratitude,

Derek Fretheim,
Founder and Principal
agape Mobility

agapē Mobility is a consultancy consisting of experienced subject matter experts who share a common belief that unselfishly sharing one's knowledge and expertise is the best gift we could provide humanity.

Executive Summary

The Pomona Valley Transportation Authority (PVRTA) is a joint powers authority (JPA) formed by the four (4) cities of Claremont, La Verne, Pomona, and San Dimas. Separately, the City of Claremont is a sub-recipient of federal funds and has its own additional programs such as the Claremont Dial-a-Ride (CDAR) and Group services. Pomona Valley Transportation Authority service area is located on the eastern edge of Los Angeles County in a portion of the Los Angeles-Orange-Riverside metropolitan area known as the Pomona Valley.

In September 2025, the Pomona Valley Transportation Authority (PVRTA) and Claremont Dial-a-ride (Claremont DAR) sought qualified consultants to conduct a comprehensive **Traditional Dial-a-Ride (TDAR)/ On-Demand Service Feasibility Study**. A traditional Dial-A-Ride is a pre-scheduled, on-demand public transportation service. Passengers book trips by phone to request custom pick-up and drop-off locations. It operates outside fixed-route public transit systems, primarily catering to seniors, individuals with disabilities, and rural residents. Unlike fixed-route buses with set stops, vehicles travel directly between specific passenger-designated locations. Additionally, vehicles frequently accommodate multiple passengers, meaning that a trip duration may include other persons drop-offs or pick-ups along the way. Drivers generally meet passengers at the curb, providing personal assistance for boarding and exiting the vehicle. It could also include “through door” service where the driver accommodates a passenger inside a facility. Most often reservations are scheduled 24 hours to several weeks ahead of the designated trip time. Riders are required to pre-qualify that they meet specified eligibility requirements including age restrictions and/or a disability.

The intent of the study is to determine the most effective and cost-efficient model for delivering PVRTA’s traditional DAR and on-demand services as well as distinguish the Claremont DAR on-demand potential model features and solutions.

The study focused on addressing the following items:

- **Analyze** the performance and cost-effectiveness of the current service structure.
- **Evaluate** alternative service models, including:
 - Brokerage model with one dedicated contractor for TDAR with multiple sub-contracted providers for on-demand and supplemental services.
 - Integration with on-demand providers such as TNCs and/or taxis.
 - PVRTA in house brokerage model where PVRTA manages separate contracts directly for TDAR and On-Demand/supplemental services
- **Model** the financial, operational, and governance impacts of each option over a 5-year horizon.
- **Identify** potential efficiencies or deficiencies through coordination with PVRTA member cities and any other regional operators.
- **Recommend** a preferred model that balances cost control, service quality, and community access. The models must also improve customer service in an equitable way particularly in ride reservations, fare payment and ETA’s.

- **Outline** an implementation plan, including required policy changes, funding strategies, and transition timelines.
- **Highlight** opportunities to reduce overhead cost within the different operating models including dispatch, admin, vehicle storage and maintenance.
- **Strategic Planning** development for short term (12 months), mid-term (2-3 years) and longer term (4-5) years. The plan should provide recommended implementation strategies.

PVTA operates the following services:

- **Get About** - Get About basic service provides advanced - reservation, door to door transportation to seniors 65 years of age and above and individuals with disabilities certified eligible by PVTA.
- **Ready Now** - Ready Now is a premium same day service with the same service and eligibility requirements as Get About.
- **Claremont Dial-a-Ride** – Claremont Dial-a-Ride is a shared ride same day service for eligible and enrolled Claremont residents.
- **San Dimas Dial-a-Cab** - The San Dimas Dial-A-Cab is an immediate response, shared ride, general public, dial-a-ride. Ride reservations can be made from 45 minutes to seven days in advance.
- **Pomona Group Services** - The Pomona Group program offers transportation services for groups of six or more, require advanced reservations and are subject to available capacity.
- **Claremont Group Services** – Claremont group services offers transportation to groups of six or more and requires advance reservations.

Other Regional Providers

There are other transportation service providers who provide public transportation services within the Pomona Valley / PVTA service area. These include:

- Foothill Transit
- LA Metro
- Metrolink
- LA Access Services
- Access for All – Butterfli Technologies

Of the five other transportation operators in the Pomona Valley, Access Services and Butterfli Technologies offer similar specialized transportation services. As such, the consulting team reviewed their service structure to determine whether these service providers competed with PVTA. Below are the findings.

Access Services

Access is the service name of the ADA Complementary Paratransit service for functionally disabled individuals in Los Angeles County. Access transportation service is available for any ADA paratransit eligible individual to any location within $\frac{3}{4}$ of a mile of any fixed route bus operated by the Los Angeles County public fixed route bus operators and within $\frac{3}{4}$ of a mile around METRO Rail stations during the hours that the systems are operational. Complementary paratransit service is not required to

complement commuter rail and commuter bus services, since the ADA does not require that these services provide complementary paratransit service. Service is provided to riders on a curb-to-curb basis. Door-to-door services are not provided by Access. The service area is divided into service areas and extends into portions of the surrounding counties of San Bernardino, Orange, and Ventura that are served by Los Angeles County Fixed-route bus lines.

PVTA meets critical transportation gaps that LA Access Services does not provide.

Eligibility for Access depends on a person's functional ability to independently use the fixed-route service for all or part of their trips in Los Angeles County. Eligibility is not solely based on their disability, age, or medical diagnosis. Meaning able bodied seniors over 65 with limited motor skills, are blind and cognitively enabled, economically disadvantaged seniors, etc. do not qualify or are ineligible for Access services. It is for this reason the Pomona Valley Transportation Authority was formed by its city members as a social service transportation provider – PVTA meets critical transportation gaps that LA Access Services does not provide.

PVTA is organized by member cities to address the unmet transportation needs that public transit and Access Services do not provide. This includes individuals who are:

- Visually impaired
- Possess a limited cognitive disability – use a cane, walker, motorized device, or other assistance device
- Require door-to-door service
- Economically disadvantaged people who do not have access to a vehicle or drive
- Elderly individuals, Senior Citizens, Veterans who are considered able bodied by LA Access
- Students and general public riders

Based on the data analysis, 72% of PVTA riders are seniors and 28% of PVTA riders describe they possess a disability. It is unknown what percentage of PVTA riders have qualified for Access Services. With the recent dispatch platform change, PVTA recently started asking riders whether they are qualified for Access services.

In addition to providing transportation services, PVTA offers two key essential programs that are also needed and not offered by LA Access. These services are funded by FTA 5310 funds. As a regional provider, PVTA is eligible for additional funding, thereby reducing the financial burdens on its member cities. Programs funding by 5310 funds include:

- **Mobility Management** – an approach to designing and delivering transportation services that starts and ends with the customer. It encourages innovation and flexibility to reach the "right fit" solution for customers. The focus is on four key areas:
 - Community Outreach
 - Community Needs Assessment
 - Service and Program Design

- Program Evaluation and Assessment
- **Travel Training** – help residents who need help in organizing or accessing transportation within and outside the PVTA service area. The service is 1:1 or small group assistance to aid community members learn how to navigate multiple public transportation systems and how to utilize technologies used in booking rides and requesting service.

TNC Access for All

TNC Access for All Program: Signed into law via the California Legislature (SB 1376), this CPUC-regulated program requires transportation network companies (like Uber and Lyft) to increase accessibility for people with disabilities. The stage collects \$.10 from TNC rides to fund the program. Unused funds from these companies are distributed as grants to local agencies across 15 counties to improve local on-demand accessible transportation. Earmarks are defined by amount collected from TNC operators in counties. *Source: [TNC Access for All Program](#)*

Los Angeles' Access for All (AFA) is an on-demand assisted transportation program that provides rides to individuals who require a wheelchair-accessible vehicle (WAV) to accommodate their large mobility devices, such as wheelchairs. Butterfli Technologies is the current beneficiary of CUPC funds. Butterfli's service operates in specific Zip Codes within Los Angeles County. The program was launched in 2018, and AFA is designed for individuals who meet specific criteria for a wheelchair-accessible vehicle (WAV) due to a disability that limits their mobility. The program's purpose is to expand and improve on-demand service throughout Los Angeles County, ensuring safe, reliable, and inclusive transportation.

Based on interviews with Butterfli's leadership team, the current service zone excludes the cities of Claremont, La Verne, Pomona and San Dimas.

Member Funding and Cost Sharing

Each city defines the level of service and budget allocation for PVTA transportation services. Most recently, city members have become vocal about PVTA operating costs and challenges in meeting growing costs. PVTA is responsible for reporting back the use of city-provided funds organized by service-type and funding source. In addition, PVTA provides monthly, quarterly, and annual reports citing ridership, funding use, budget allocation or drawdown, percentage billed for overhead, and other required reporting information.

The member cities contribute a portion of their dedicated transit sales tax revenues to fund Get About service based on their share of overall Get About ridership. These revenues make up about 70% of the program's operating budget. Get About also receives subregional paratransit incentive funding from the Los Angeles County Metropolitan Transportation Authority (LACMTA or LA Metro), as well as FTA 5310 operating and capital funds. The Claremont DAR receives regional formula funding from the LA Metro including TDA and Proposition A Discretionary funds. Claremont is also an FTA 5307 recipient.

Most recently and because of increased costs, city members have directed PVTA to develop cost containment strategies to help align with city allocated budgets and priorities. As a result, cities have developed budget or funding caps for PVTA services. This requires PVTA to manage monthly operational costs and, in some cases, create rider caps and limitations with services, which include reducing operational hours.

PVTA's current service delivery model combines a dedicated contractor, with supplemental partnerships through transportation network companies (TNCs) such as Uber. This hybrid approach allows PVTA to provide both traditional, wheelchair-accessible services and more flexible on-demand options. However, like many transit providers nationwide, PVTA is experiencing rising operating costs driven by increases in labor, fuel, maintenance, and facility expenses. At the same time, evolving customer expectations and advancements in mobility technology present new opportunities to improve service delivery.

Economic Conditions Impacting PVTA

The study has identified a host of operational conditions that have hindered PVTA to quickly address the changing environment. While the COVID pandemic impacted ridership and rider patterns, other economic and social conditions have impacted PVTA. By example, the movement toward providing workers with a "living wage" and the recent War with Iran has significant and direct repercussions on PVTA. In 2023, the City of Los Angeles passed a living wage ordinance requiring contractors to pay a minimum of \$28.92 per hour for a single adult with no children or \$30.79 per hour for individuals with two working adults and two children. This decision started a living wage movement trickling through public agencies including PVTA. In 2024, PVTA's transportation contractor renegotiated its contract stating it had to increase driver and staff wages to better align with market conditions. Additionally, the Iranian War has increased diesel gas prices by more than \$2.30 per gallon. According to the AAA, in the past year a gallon of diesel in Los Angeles County has risen from \$5.10 to \$7.49 (source: <https://gasprices.aaa.com/?state=CA>). These are only two examples of changing conditions that impact PVTA. Other conditions include higher insurance rates and premiums, higher cost of living, shifting demographics, city budget constraints.

Market Analysis

The consultant team conducted a comprehensive analysis of ridership data covering FY 2020 through FY 2026. The data included ridership, origin-destination patterns, service productivity, operating costs, socioeconomic conditions, and transit propensity. This analysis was utilized to establish baseline performance metrics, identify service area needs, and evaluate potential transit and mobility gaps across the system to provide the foundation to support potential system wide recommendations, or more focused recommendations for each member city to better support their communities' needs and vision for transit services.

To assess mobility needs within the PVTA's service area, it is important to understand the demographic and socioeconomic characteristics of residents. This analysis relies on U.S. Census Bureau American Community Survey (ACS) five-year estimates (2019–2023), which provide a

consistent and cost-effective source of population data. Certain population characteristics, particularly age, income, and access to a private vehicle, are strongly associated with transit use and are used to evaluate transit dependency and identify potential service needs and gaps. Population density helps inform the appropriate type of transit service, with higher-density areas better suited to fixed-route service and lower-density areas more effectively served by on-demand options. Within the PVRTA service area, higher population densities are concentrated in several areas of Pomona, particularly in neighborhoods with multifamily housing and tightly developed residential patterns.

The Market Analysis report Appendix A provides a series of maps illustrating socioeconomic and ridership data. Socioeconomic data included population density, employment density, age groups, households living below the poverty line, zero vehicle households, and transit propensity.

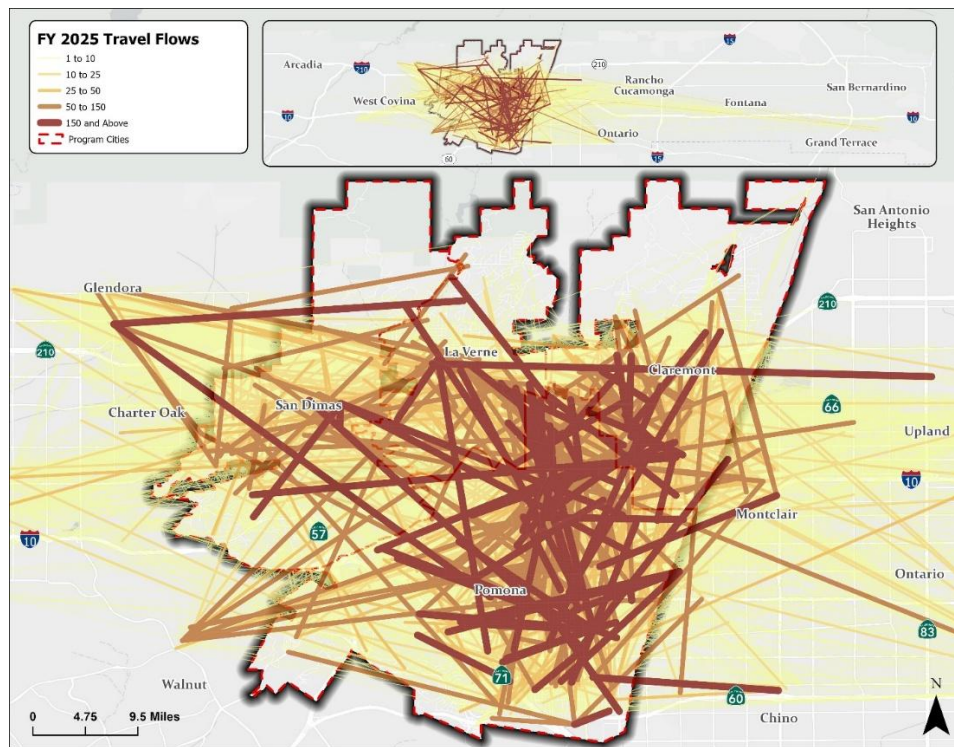
Operational Characteristics

To complete the operational analysis and provide PVRTA with service model recommendations, it required the consulting team to review areas of underserved or unserved mobility needs, rider demand and ridership for all services. This historical travel flow combines ridership from all services so the analysis can assess rider demand, ridership trends, and operational costs. The historical data combines and aggregates data received from different scheduling software platforms including Ecolane, Uber and Spare. This origin–destination analysis evaluated weekly travel flows for all completed PVRTA trips by financial year starting in 2021 through 2025.

PVRTA serves a critical role in supporting local and regional mobility.

The strongest and most concentrated trip pairs occur within and between key activity hubs, indicating consistent demand for short, localized trips. More dispersed and lighter flows reflect lower-frequency and cross-boundary travel. Overall, the patterns and analysis illustrate PVRTA serves a critical role in supporting local and regional mobility. The analysis also identified inter-community connections that can help guide future service and operational refinements. It is important to note that from FY 2021 through 2025, based on the annual ridership the services grew 183%, from 47.5k to 134.7k. This is a clear indication that PVRTA services and interconnectivity within and outside member cities are needed. The map below illustrates the expansive ridership within the PVRTA Service area for FY 2025.

PVTA FY 2025 Travel Flows – all services



Productivity and Ridership Analysis

Productivity is useful to evaluate as it relates to the number of passengers served compared to the number of revenue hours of service operated. It is a measure of both efficiency and effectiveness. Looking at passengers served relative to the revenue hours of service provided helps identify whether service is appropriately sized. PVTA's service model and depth of programs provide complexity in the analysis but by combining data for all services, it provides greater opportunity in identifying efficiency based on service demand. Key Finding: While productivity levels in the 2024–2025 dataset reflect current operating conditions, they indicate potential for improvement through service optimization. The most productive month of the dataset was March 2024 at 2.44 trips per revenue hour.

In addition to reviewing Productivity, analysis was completed segmenting annual trips by program type. From FY 2021 through FY 2026 a total of 566,050 trips were recorded, with annual volumes growing from 47,530 in FY 2021 to 134,680 in FY 2025. Get About ridership accounts for the largest share of trips across all fiscal years. Several programs experienced notable changes over the period. Claremont DAR trips increased significantly beginning in FY 2025, rising from roughly 2,200 in FY 2024 to over 16,100 in FY 2025.

Trips for all services were recorded across the program between FY 2021 and FY 2026, with Pomona accounting for the largest share at 54 percent, followed by Claremont at 19 percent, San Dimas at 12 percent, and La Verne at 11 percent. FY 2026 reflects a partial year with 51,857 trips recorded to date and the rate of trip-making suggests over 205,000 annual trips may be served in 2026. This growth trajectory underscores increasing demand for the PVTA service across the member city area.

Unique Rider Analysis

To enable this examination, the project team constructed a rider crosswalk linking individuals across PVRTA's three scheduling platforms and all PVRTA services — the legacy Ecolane scheduling system, the current Spare on-demand platform, and the Uber TNC partnership.

The pattern is mirrored in funding-program behavior: 49% of identifiable riders used two or more distinct funding programs over the analysis window.

Of identifiable riders

84%

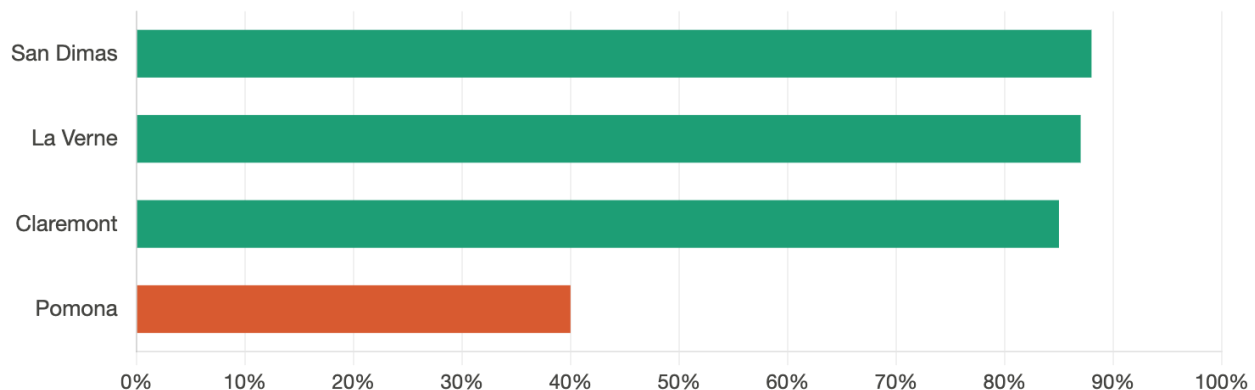
had trips in 2+ PVRTA cities (52% in all four)

Of identifiable riders

49%

used 2+ of PVRTA's 6 services (23% used 4+)

Share of trips occurring outside the rider's home city



Based on identifiable Ecolane trips. Pomona's lower share reflects its position as the regional destination for cross-city travel.

49% of identifiable riders use 2 or more services, with 23% using 4 or more.

Taken together, these patterns describe a **rider population whose service needs are fluid across cities — not anchored to single cities or single funding streams.** The typical paratransit user in the PVRTA service area moves across municipal boundaries and across program eligibility frameworks to obtain transportation. This is the empirical foundation for the JPA structure: the service geography that PVRTA exists to serve is regional by its nature, and a single-city transit operation could not practically meet more than a small fraction of any one city's residents' actual travel needs.

Considerations for Program Structure and Cost Attribution

This rider-level view supports three considerations for how PVRTA evaluates the alignment between its funding architecture and the service it delivers to member cities.

First, the cross-jurisdictional service patterns documented above are themselves the empirical justification for the joint powers authority structure. PVTA's rider population does not respect city boundaries; the typical rider moves across cities and across programs to obtain transportation services. This suggests the PVTA service network provides riders with the flexibility needed to meet their transportation needs and validates a regional structure that allows seamless service across the four cities is necessary to meet this travel demand. Any restructuring of PVTA's governance should preserve the regional framework that the data shows is essential to the rider population's actual service patterns.

Second, continued cost attribution across member cities should be anchored to the rider's home city of residence. A trip taken in Pomona by a Claremont resident represents service delivered to a Claremont household; a trip on a San Dimas-named program taken by a Pomona resident represents service delivered to a Pomona household. Anchoring inter-city cost allocation to rider residence ensures that each city's financial contribution is reconciled against the service flowing to its own residents, regardless of where the trip itself originates and regardless of the funding program that pays for it. This principle establishes a consistent basis for evaluating value-for-contribution across the four cities. Edge cases — trips by tourists, visitors, or riders without a stable residential address in the service area — will require a separate attribution rule, but the principle holds for the large majority of identifiable trips.

Third, PVTA should evaluate consolidation of its current funding program structure into a single unified program. The architecture documented above spans across multiple services and funding programs with overlapping eligibility, varying degrees of geographic specificity, and rider populations that do not always correspond to the program's nominal city affiliation. With 49% of identifiable riders using multiple programs and a further 21% using six or more service descriptions, the practical effect of the current structure is that any given rider's service is paid through several revenue streams in proportions that are not transparent at the rider level. Additionally, San Dimas and Claremont operate separate dial-a-ride-type services independent from Get About because they were launched independently when funding became available. Today, consolidating these programs under Get About would provide streamlined service, operations and reduce costs. Consolidation would reduce the analytical complexity inherent in the current rider distribution, make cross-subsidy flows transparent at the rider level, and improve each member city's ability to evaluate the relationship between its contribution and the service rendered to its residents.

Alternatives Service Model Analysis

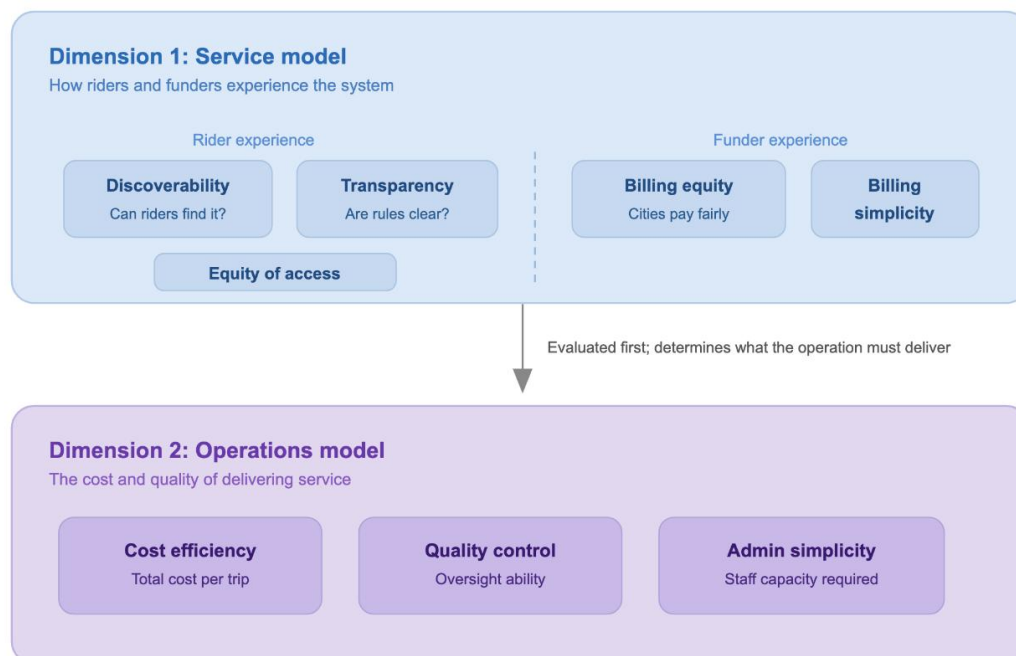
Once socioeconomics and ridership were analyzed, the next core analysis was to review PVTA operations and the current single contractor service model. The intent for this exercise is to analyze the existing operations model against other known alternative models that are used within the transit industry. The core focus in this analysis is with specialized transportation services such as paratransit and dial-a-ride services and not fixed-route services.

The unique rider analysis discovered that the current contract service operator managed fleet assignments using what is commonly referred to as "blocks." In paratransit and public transit, a

driver block (often referred to as a **block** or **run block**) is an assigned shift of continuous work for a single driver, covering a specific sequence of trips or routes. It is the basic building block of transit scheduling, combining a driver's daily operating hours, vehicle assignments, and their scheduled passenger stops into a single, manageable unit. In this managed scenario, the vehicle is closed or what we have defined as “**siloed**” to a specific service. Meaning, the driver will not automatically be considered by the scheduling system to serve other trips that may not be within the defined program, but the riders are essentially traveling in the same direction and thus these combined riders could be served more efficiently and cost-effectively if grouped. This form of operations management is considered a legacy form of service management.

After discovering the operator blocks, we began reviewing billing layering MOU and PVTA practices of aligning ride billing to the rider’s residents. What we discovered in this analysis is the former technology used by the contract service provider required a lengthy process of generating numerous reports which then took PVTA significant time to compile and aggregate into a single ridership report. This was caused namely by the way the technology was configured using the run block method of operations. These two methods are designed to favor the contractor in segregating service for billing purposes.

From this review and discovery, the next step was to measure existing processes to operational and service models. Within the analysis method for these two models, there were key factors being measured. The figure below illustrates the method used in the analysis.



Using the above, the study looked at service models. The model conditions were governed by a set of seven stated objectives. These seven objectives include the following:

- **Discoverability** – Are services easy to discover and understand by riders?

- **Transparency** – Are rider rules set by city members transparent to riders and easily enforceable?
- **Equity of Access** – Is rider equity tailored to city-specific priorities?
- **City Control** – Can member cities sustain autonomy with fares and services to its residents?
- **Billing Equity** – Can PVTA ensure billing equity is easily defined based on City controls?
- **Billing Simplicity** – Is billing defined by rider resident and easily obtained?
- **Cost Efficiency** – Is the operated service productive (riders served per vehicle hour operated) and cost-effective (operating cost per rider served)?

There were three distinctive service models used in the models evaluated using the above conditions. These included:

- **Unified Program** – one service name, same rules for all riders, equity in costs, fleet pooling.
- **Status Quo (current model)** – service distinction by city, rules vary, isolated or blocked service and fleet based on service assignment, independent service labels for billing.
- **Single Branded with City Rules** – one service, one name, rules vary by cities, rider verification by city of residence, open fleet configured for optimization and cost containment.

Each alternative model was categorized using the core seven stated objectives. The table below provides the benefits using a High to Low range. High being most advantageous; low being the least advantageous.

Dimension	A: Unified Program	B: City-Branded (Status Quo)	C: Single Brand, City Rules (Recommended)
Discoverability	High. One service, one name, one access point.	Low. Services with distinct names, eligibility, and access points.	High. One service, one name; city-specific rules surfaced at booking.
Transparency	High. Same rules for all riders; nothing to compare across cities.	Low. Rules vary by program; rider must know which program applies to them.	Medium. Rules vary by city but are visible at point of trip search.
Equity of Access	Medium. Equal access but no tailoring to city-specific priorities.	Low. Access depends on program enrollment.	High. Universal access; service levels reflect each city's priorities.
City Control	Low. Cities fund but do not define service for their residents.	Medium. High in theory; yet user analysis shows program populations do not match city names.	High. Each city defines service rules for its own residents directly.
Billing Equity	Medium. Shared pool; no inter-city attribution required. High-volume cities may dominate.	Low. Isolated service labels have made it difficult to align a rider to their home city.	High. Billed by verified rider home city of residence within city-defined rules.
Billing Simplicity	Medium. Shared rides require cross-city cost allocation per trip.	Low. Complex reconciliation across all services have been difficult to aggregate and report.	High. Bill per-rider that is approved per city.
Cost Efficiency	High. Full fleet pooling and open scheduling; maximum vehicle utilization.	Low. Vehicles siloed by program; capacity locked by assignment.	High. Commingled fleet with open scheduling serves all riders; utilization matches Alternative A.

Service Model Recommendation

Based on the above, the consulting team recommends PVTA consider a single brand, city rules defined service model. Under this unified model, PVTA operates one service under one brand with a single point of access for all riders. Which means Claremont Dial-a-Ride and San Dimas Dial-a-Cab service would fall under a single branded service. Each member city defines the service parameters

that apply to its own residents, embedded in the rider's profile based on verified home city of residence and applied at the point of booking. The fleet is utilized using an open scheduling approach with no driver blocks. Independent city service parameters would align with the individual city allocated budget. This would include any rider or trip caps and any additional programmatic rule a city adopts. A single brand service reduces rider confusion and reduces barriers.

The recommended service model preserves the regional service framework that the rider data shows is essential to meeting the JPA's travel demand and JPA Charter, while giving each city transparent control over what its residents receive and what it pays for.

PVTA should operate a single branded service in which each member city defines the service rules that apply to its own residents, with those rules embedded in the rider's profile based on verified home city of residence and applied at the point of booking. Billing should remain anchored to rider home city, so that in the commingled fleet using an open scheduling model each city's financial contribution continues to be reconciled against the service flowing to its own residents regardless of where the trip physically occurs or which vehicle serves it.

From the rider's perspective, under a single brand, all riders have the same registration page and the same reservation flow (request service from point A to point B). Prior to booking service, riders will dynamically see different service options based on their eligibility and trip request. Service and program alignment is managed in the backend in the dispatching platform.

This model preserves the regional service framework that the rider data shows is essential to meeting the JPA's travel demand and JPA Charter, while giving each city transparent control over what its residents receive and what it pays for. Operationally, this model places high priority on fleet efficiency and utilization over driver assignment and blocks. Under this model, Claremont Dial-a-Ride and San Dimas Dial-a-Cab would be folded into the single branded service. It's important to mention that the single brand DOES NOT reduce city member autonomy in determining service eligibility or different program rules of its residents. It simplifies the overall rider experience and reduces confusion. It also DOES NOT prevent cities to determine funding levels or inhibit the existing cost sharing model or JPA structure or Charter. Below are key elements to the recommendation.

High discoverability. There is one service to find, one name to search for, and one booking process to learn. A rider does not need to determine which service applies to them before accessing service; they register with PVTA, their home city is verified, and the applicable eligibility and program rules are surfaced automatically when they search for a trip.

Medium-High transparency. Rules vary by city, which means this model does not achieve the full transparency of a single uniform program. However, the differences are visible to the rider at the point of trip search rather than hidden behind program labels the rider may not understand, which

represents a meaningful improvement over the current structure where a rider must first identify which program applies to them before learning what rules govern their trip. The assessment is made on the current configuration of the Spare platform. Reconfiguring the platform would move this to a “High” service standard.

High equity of access. Access is universal; every resident of the four cities can use the same system. Service levels reflect each city’s priorities because cities define the rules for their own residents, which means the system can accommodate differences in city budgets and service philosophies without creating separate programs that fragment the rider experience. There is no loss of program or rule independence for any city member.

High city control. Each city defines service rules for its own residents directly. This preserves the governance interest that cities have expressed throughout the JPA’s history, which is the ability to determine what their contribution buys for their own residents, without requiring the service-level fragmentation that the user analysis showed does not produce the residency alignment it implies. Each city rule is defined within the newly acquired technology providing greater reporting and transparency.

High billing equity. Billing is anchored to the rider’s verified home city of residence, consistent with the principle established in the user analysis that a trip taken within the PVRTA service area by a Claremont resident represents service delivered to a Claremont household. This produces cost attribution and ensures actual service delivery is billed equitable based on aligned city-based service allocation.

High billing simplicity. Billing is per-rider against the rules each city has approved for its own residents, which means reconciliation reduces to a verified count of trips delivered to each city’s riders rather than a program-by-program allocation. Each city sees a bill that reflects the service its own residents received under the rules it set, with no inter-program reconciliation required and no manual cost-allocation cycle of the kind the current structure demands.

High-cost efficiency. An open commingled fleet with open scheduling serves all riders regardless of program or city, which produces the same fleet utilization as a fully unified program. Continued commingling the PVRTA fleet in an open scheduling format improves trips-per-vehicle-hour, compared to the current structure where vehicles are siloed by program and capacity is locked by driver assignment rather than allocated fluidly by rider demand.

Operations Model Alternatives

With the service model established, the question shifts to how PVRTA delivers that service on the back-end. The current operations contract model governs who holds the technology platform, how vehicles are assigned to trips, who manages provider relationships, and how costs flow from provider to PVRTA to member city. Currently, back-end configurations are managed by the contract transportation service provider. A contractor control model does not allow PVRTA the freedom and flexibility needed to meet its membership Charter and member autonomy it requires.

There are two independent decisions that define the operations model.

- **The first is fleet organization and scheduling:** whether vehicles are assigned to specific programs (siloed) or pooled across all service types using an open scheduling service structure (open scheduling with commingled fleet).
- **The second is the contractual structure:** whether PVTA contracts with a single turnkey operator who manages all downstream relationships, or whether PVTA holds the technology platform and contracts independently with each service provider.

Analysis already revealed it is in PVTA’s best interest to hold the technology contract and manage back-end configurations. These two contract operations decisions combine into four possible alternatives which do not consider any possible or needed adjustments to city MOU’s.

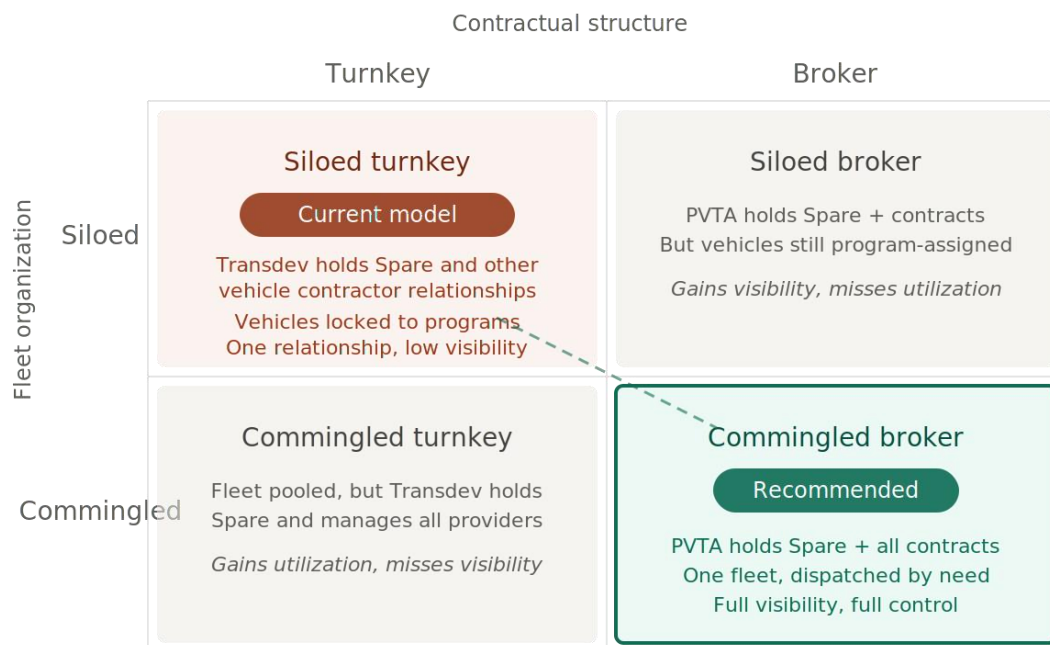


Figure 3. Operations model alternatives: fleet organization vs. contractual structure

PVTA’s currently operates in the siloed (vehicle block) turnkey configuration where PVTA’s dedicated operations contractor holds the technology contract, is expected to oversee any additional vehicle operator contracts, and assigns vehicles by program and its operational preferences. Operational preferences are focused on contractor benefits such as driver allocation and fleet blocks. In this instance fleet blocks are defined as “siloed” because vehicles are assigned (blocked) to a single service. All operating decisions and back-end configurations are managed by the contractor. This does not favor PVTA. For this reason, it’s recommended that PVTA operate an open scheduling commingled fleet broker model, in which PVTA manages all technology agreements directly, then

contracts with dedicated and non-dedicated providers independently. The vehicle fleet is pooled into a single open fleet dispatched by rider need rather than by program or service label. It also means PVRTA sets the performance framework where operational priority is on fleet optimization, efficiency, and shared rides and not ensuring driver hours and contract billings. The alternative analysis section provides detailed comparisons of operation models, which address in detail each specific objective and high to low ranges for each model considered.

Peer Reviews

Moving past the analysis phase, the next set of examination was to conduct a review of peer agencies across the United States that operate within the JPA framework, subregional-type authorities or similar intergovernmental governance structure similar to PVRTA. In the peer review process, the consulting team provides three peer reviews taking into account organizational structure, operational model, cost sharing among members, and relevancy to PVRTA. In addition to this peer review, the consulting team also completed an expanded operational peer review, which primarily focused on comparing operational data, funding structures, governance frameworks, and overall service delivery characteristics among peer transit agencies. Building on that foundation, the analysis shifted the focus toward future-oriented considerations associated with potential service delivery models and implementation strategies that may emerge from the recommendations developed as part of this feasibility study.

The intent of the peer review and operations analysis is to provide additional context on how different transit and mobility service models have been implemented, managed, and adapted by peer agencies...

The intent of the peer review and operations analysis is to provide additional context on how different transit and mobility service models have been implemented, managed, and adapted by peer agencies in response to changing operational needs, customer expectations, funding realities, and evolving mobility trends. These models look at peer agencies who have implemented TNC-type services.

Each peer review provides key takeaways and implications of the service model recommendations for PVRTA. The peer review demonstrates that regional and community mobility providers across the country are increasingly shifting toward more flexible, technology-enabled, and customer-focused service delivery models that blend traditional demand-response services with newer mobility options, including microtransit, TNC partnerships, and unified mobility management platforms. While each peer agency operates within a different governance, funding, and operational context, several common themes emerged that are relevant to PVRTA's ongoing and future service planning considerations.

Ultimately, the peer review reinforces that the JPA governance model provides PVRTA with the flexibility to evolve its service structure over time while continuing to coordinate mobility services across member jurisdictions. As mobility trends, customer expectations, and operational costs fluctuate,

PVTA is well-positioned to explore service delivery strategies that balance accessibility, operational efficiency, financial sustainability, and customer convenience within a unified regional mobility framework.

Recommendations

From the socioeconomic analysis, unique ridership, review of current operations, alternative service analysis to stated PVTA and city member objectives and peer reviews, there are a series of recommendations being provided for PVTA's consideration.

Proposed Service Model

Transit demand, customer expectations, and mobility technology continue to evolve, requiring agencies to operate more flexibly and efficiently while still meeting the needs of diverse rider groups and funding programs. The proposed operating concept presented to PVTA is designed to:

- Increase flexibility, productivity, cost-effectiveness, and reporting for PVTA.
- Better leverage PVTA's fleet capacity to serve demand more productively and to lower costs on a per trip served basis.
- Leverage the Spare platform algorithms to meet trip quests and service demand throughout the operating day to meet the service objectives of PVTA and the cities.

Rather than defining services and operations around programs in driver blocks, the proposed service model suggests a focus first on how best to meet all the mobility needs for each day and use the associated service type and program labels from the rider profile to flag the completed trips once services have been provided. The proposed service model operates in the form of an automated mobility broker. Customers may book their trips in advance of the day of the travel or on the day of travel either for immediate response (like a ride hailing app) and/or as a will-call trip when returning from an appointment such as a medical visit. Adding automation does not prevent subscription trips. Subscription trips are auto assigned just like on-demand trips.

The proposed service model operates in the form of an automated mobility broker using an open scheduling system and commingled fleet.

The proposed service model for PVTA will better utilize the agency resources and vehicle fleet by facilitating, managing, and balancing service demand and service supply. This will improve service productivity, cost-effectiveness, and service quality. Service can be better monitored and data collected will be used to generate both better services and more accurate and readily available reporting. This will improve customer experience and ratings. It will also provide PVTA with improved data and details for cost sharing with the cities and other funding partners. *Note: its recommended Group rides operate in an AS-IS manner.*

Proposed Operations Model

The analysis supports the commingled open scheduling broker model as the recommended operations configuration. PVRTA should hold the Spare contract directly, pool all vehicles into a single commingled fleet without any vehicle locking that are then dispatched by rider need, and establish direct contractual relationships with dedicated fleet operators and non-dedicated service providers. This configuration produces the highest fleet utilization, gives PVRTA direct visibility into every trip and every cost, and allows PVRTA to adjust its provider mix as market conditions change — all of which are prerequisites for delivering the single-brand, city-defined service model recommended. This model also allows PVRTA to have stronger cost control capacity and greater transparency and oversight of the operations. The planned RFP should be structured to establish these direct relationships, with the transition designed to coincide with the expiration of the current contract in June 2027.

Strategy Development

Five-Year Plan

PVRTA should develop and adopt a five-year plan. It's recommended that the PVRTA Board should conduct a workshop or retreat focused on reviewing the study's recommendations and develop / adopt a PVRTA 5-year strategic plan. This plan would set the framework for transitioning from a single contractor model to a hybrid brokered service model. It would also define steps PVRTA will take to address operational and funding constraints, identify partnerships, determine internal versus outsourced services, discuss the single unified service model, and align city members with mutually beneficial outcomes.

Subregion Collaboration

The Pomona Valley has a unique set of transportation challenges that member cities, PVRTA, and other transportation agencies could address if there were a formal working partnership or coalition in place to identify and address community transportation needs unique to the Pomona Valley.

Operational Recommendations

- PVRTA should procure all its technologies independently from a contractor provider.
- PVRTA should evaluate utilizing the Spare AI call center solution as part of its technology acquisition plan.
- PVRTA's planned purchased transportation RFP should segregate dedicated contract and non-dedicated contract procurements.
- PVRTA should evaluate any additional required staff training needed to support the operational model and operations oversight, contract negotiation and management. A Transit Management contract, where PVRTA secures a contracted General Manager or manage the broker network, is a potential option for PVRTA to consider.
- PVRTA should develop a fleet acquisition plan which would include evaluating the lease-purchase model versus a capital acquisition / depreciation model. The plan should address cost containment and vehicle maintenance alternatives.

Governance Recommendations

Claremont Dial-a-Ride and San Dimas Dial-a-Cab

Based on city directive for cost containment and because each Dial-a-Ride / Cab service operates independently, it recommended that each City member consider folding these two services into the single brand service concept. Operating each service independently increases costs for both Claremont and San Dimas.

Gold Line (A Line) Expansion

Due to high growth in public rider use and expansion of the Goldline from Glendora to Montclair, the PVTA Board should review how it could address unmet transportation needs for its current rider and/or general public riders.

Student Services

The study identified a high growth of PVTA service use by students. Namely students traveling to/from the Claremont Colleges area. Additionally, each member city has a college within their jurisdiction. As such, the PVTA Board should consider defining a “student” rider category and identify opportunities to better serve the student population within the PVTA service area.

The recommendation section also outlines suggested Short-term, Mid-term and Longer-term suggestions PVTA should consider. This includes opportunities to increase services and potential expanded service areas PVTA should evaluate.



Pomona Valley Transportation Authority

Transportation Feasibility Study Final Report

June 2026

Table of Contents

Acknowledgements.....	4
Executive Summary.....	5
Introduction and Background.....	24
1.1 Summary	25
1.2 Background.....	26
1.3 PVTA City Member Funding.....	26
1.4 PVTA History and Service Descriptions.....	27
2.0 Market Analysis	33
2.1 PVTA Service Area.....	34
2.2 Market Analysis.....	35
2.3 Employment Density	37
2.4 Age Groups	38
2.5 Households in Poverty	41
2.6 Zero Vehicle Households	42
2.7 Transit Propensity.....	43
2.8 Operational Characteristics	46
2.9 Member Cities Travel Flow Analysis	52
3. Unique Rider Analysis	56
3.1 Cross-Jurisdictional Service is the Dominant Pattern	57
3.2 Funding Programs and Rider Residency.....	58
3.3 Program Eligibility Scope Shapes Rider Mix	59
3.4 Considerations for Program Structure and Cost Attribution	59
3.5 Mobility Device Summary	60
4.0 Alternative Analysis	61
4.2 Service Model Evaluation.....	64
4.3 Single Brand, City-Defined Service Rules for Residents (defined as Option C)	65
4.4 Alternative A Service Model: Unified Program	66

4.5 Alternative B: City-Branded Programs (Status Quo)	67
4.6 Service Model Recommendation	68
5.0 Operations Model Alternatives	69
5.1 Fleet Organization: Siloed (blocked runs) vs. Commingled (open fleet)	71
5.2 Contractual Structure: Turnkey vs. Broker	72
5.3 Operations Model Recommendations	73
6.0 Peer Reviews	77
6.1 Pomona Valley Transportation Authority Overview	79
6.2 SunLine Transit Agency	80
6.3 Tulare County Regional Transit Agency (TCRTA)	82
6.4 Pioneer Valley Transit Authority	84
6.5 Differing Operational Model Peer Review.....	88
6.6 Peer Review Summary	91
7.0 Recommendations	93
7.1 Recommended PVRTA Service Model.....	94
7.2 Existing Constraints.....	94
7.3 Proposed Service Model	94
7.4 Governance Recommendations	97
7.5 Strategic Opportunities and Recommendations	99
7.6 Mid Term – Fiscal Years 2027 - 2030	101
7.7 Longer Term – Fiscal Year 2031	103
Appendices	104

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With sincere gratitude,

Derek Fretheim,
Founder and Principal
agape Mobility

agapē Mobility is a consultancy consisting of experienced subject matter experts who share a common belief that unselfishly sharing one's knowledge and expertise is the best gift we could provide humanity.

Executive Summary

The Pomona Valley Transportation Authority (PVRTA) is a joint powers authority (JPA) formed by the four (4) cities of Claremont, La Verne, Pomona, and San Dimas. Separately, the City of Claremont is a sub-recipient of federal funds and has its own additional programs such as the Claremont Dial-a-Ride (CDAR) and Group services. Pomona Valley Transportation Authority service area is located on the eastern edge of Los Angeles County in a portion of the Los Angeles-Orange-Riverside metropolitan area known as the Pomona Valley.

In September 2025, the Pomona Valley Transportation Authority (PVRTA) and Claremont Dial-a-ride (Claremont DAR) sought qualified consultants to conduct a comprehensive **Traditional Dial-a-Ride (TDAR)/ On-Demand Service Feasibility Study**. A traditional Dial-A-Ride is a pre-scheduled, on-demand public transportation service. Passengers book trips by phone to request custom pick-up and drop-off locations. It operates outside fixed-route public transit systems, primarily catering to seniors, individuals with disabilities, and rural residents. Unlike fixed-route buses with set stops, vehicles travel directly between specific passenger-designated locations. Additionally, vehicles frequently accommodate multiple passengers, meaning that a trip duration may include other persons drop-offs or pick-ups along the way. Drivers generally meet passengers at the curb, providing personal assistance for boarding and exiting the vehicle. It could also include “through door” service where the driver accommodates a passenger inside a facility. Most often reservations are scheduled 24 hours to several weeks ahead of the designated trip time. Riders are required to pre-qualify that they meet specified eligibility requirements including age restrictions and/or a disability.

The intent of the study is to determine the most effective and cost-efficient model for delivering PVRTA’s traditional DAR and on-demand services as well as distinguish the Claremont DAR on-demand potential model features and solutions.

The study focused on addressing the following items:

- **Analyze** the performance and cost-effectiveness of the current service structure.
- **Evaluate** alternative service models, including:
 - Brokerage model with one dedicated contractor for TDAR with multiple sub-contracted providers for on-demand and supplemental services.
 - Integration with on-demand providers such as TNCs and/or taxis.
 - PVRTA in house brokerage model where PVRTA manages separate contracts directly for TDAR and On-Demand/supplemental services
- **Model** the financial, operational, and governance impacts of each option over a 5-year horizon.
- **Identify** potential efficiencies or deficiencies through coordination with PVRTA member cities and any other regional operators.

- **Recommend** a preferred model that balances cost control, service quality, and community access. The models must also improve customer service in an equitable way particularly in ride reservations, fare payment and ETA's.
- **Outline** an implementation plan, including required policy changes, funding strategies, and transition timelines.
- **Highlight** opportunities to reduce overhead cost within the different operating models including dispatch, admin, vehicle storage and maintenance.
- **Strategic Planning** development for short term (12 months), mid-term (2-3 years) and longer term (4-5) years. The plan should provide recommended implementation strategies.

PVTA operates the following services:

- **Get About** - Get About basic service provides advanced - reservation, door to door transportation to seniors 65 years of age and above and individuals with disabilities certified eligible by PVTA.
- **Ready Now** - Ready Now is a premium same day service with the same service and eligibility requirements as Get About.
- **Claremont Dial-a-Ride** – Claremont Dial-a-Ride is a shared ride same day service for eligible and enrolled Claremont residents.
- **San Dimas Dial-a-Cab** - The San Dimas Dial-A-Cab is an immediate response, shared ride, general public, dial-a-ride. Ride reservations can be made from 45 minutes to seven days in advance.
- **Pomona Group Services** - The Pomona Group program offers transportation services for groups of six or more, require advanced reservations and are subject to available capacity.
- **Claremont Group Services** – Claremont group services offers transportation to groups of six or more and requires advance reservations.

Other Regional Providers

There are other transportation service providers who provide public transportation services within the Pomona Valley / PVTA service area. These include:

- Foothill Transit
- LA Metro
- Metrolink
- LA Access Services
- Access for All – Butterfli Technologies

Of the five other transportation operators in the Pomona Valley, Access Services and Butterfli Technologies offer similar specialized transportation services. As such, the consulting team reviewed their service structure to determine whether these service providers competed with PVTA. Below are the findings.

Access Services

Access is the service name of the ADA Complementary Paratransit service for functionally disabled individuals in Los Angeles County. Access transportation service is available for any ADA paratransit

eligible individual to any location within $\frac{3}{4}$ of a mile of any fixed route bus operated by the Los Angeles County public fixed route bus operators and within $\frac{3}{4}$ of a mile around METRO Rail stations during the hours that the systems are operational. Complementary paratransit service is not required to complement commuter rail and commuter bus services, since the ADA does not require that these services provide complementary paratransit service. Service is provided to riders on a curb-to-curb basis. Door-to-door services are not provided by Access. The service area is divided into service areas and extends into portions of the surrounding counties of San Bernardino, Orange, and Ventura that are served by Los Angeles County Fixed-route bus lines.

PVTA meets critical transportation gaps that LA Access Services does not provide.

Eligibility for Access depends on a person's functional ability to independently use the fixed-route service for all or part of their trips in Los Angeles County. Eligibility is not solely based on their disability, age, or medical diagnosis. Meaning able bodied seniors over 65 with limited motor skills, are blind and cognitively enabled, economically disadvantaged seniors, etc. do not qualify or are ineligible for Access services. It is for this reason the Pomona Valley Transportation Authority was formed by its city members as a social service transportation provider – PVTA meets critical transportation gaps that LA Access Services does not provide.

PVTA is organized by member cities to address the unmet transportation needs that public transit and Access Services do not provide. This includes individuals who are:

- Visually impaired
- Possess a limited cognitive disability – use a cane, walker, motorized device, or other assistance device
- Require door-to-door service
- Economically disadvantaged people who do not have access to a vehicle or drive
- Elderly individuals, Senior Citizens, Veterans who are considered able bodied by LA Access
- Students and general public riders

Based on the data analysis, 72% of PVTA riders are seniors and 28% of PVTA riders describe they possess a disability. It is unknown what percentage of PVTA riders have qualified for Access Services. With the recent dispatch platform change, PVTA recently started asking riders whether they are qualified for Access services.

In addition to providing transportation services, PVTA offers two key essential programs that are also needed and not offered by LA Access. These services are funded by FTA 5310 funds. As a regional provider, PVTA is eligible for additional funding, thereby reducing the financial burdens on its member cities. Programs funding by 5310 funds include:

- **Mobility Management** – an approach to designing and delivering transportation services that starts and ends with the customer. It encourages innovation and flexibility to reach the "right fit" solution for customers. The focus is on four key areas:

- Community Outreach
 - Community Needs Assessment
 - Service and Program Design
 - Program Evaluation and Assessment
- **Travel Training** – help residents who need help in organizing or accessing transportation within and outside the PVTA service area. The service is 1:1 or small group assistance to aid community members learn how to navigate multiple public transportation systems and how to utilize technologies used in booking rides and requesting service.

TNC Access for All

TNC Access for All Program: Signed into law via the California Legislature (SB 1376), this CPUC-regulated program requires transportation network companies (like Uber and Lyft) to increase accessibility for people with disabilities. The stage collects \$.10 from TNC rides to fund the program. Unused funds from these companies are distributed as grants to local agencies across 15 counties to improve local on-demand accessible transportation. Earmarks are defined by amount collected from TNC operators in counties. *Source: [TNC Access for All Program](#)*

Los Angeles' Access for All (AFA) is an on-demand assisted transportation program that provides rides to individuals who require a wheelchair-accessible vehicle (WAV) to accommodate their large mobility devices, such as wheelchairs. Butterfli Technologies is the current beneficiary of CUPC funds. Butterfli's service operates in specific Zip Codes within Los Angeles County. The program was launched in 2018, and AFA is designed for individuals who meet specific criteria for a wheelchair-accessible vehicle (WAV) due to a disability that limits their mobility. The program's purpose is to expand and improve on-demand service throughout Los Angeles County, ensuring safe, reliable, and inclusive transportation.

Based on interviews with Butterfli's leadership team, the current service zone excludes the cities of Claremont, La Verne, Pomona and San Dimas.

Member Funding and Cost Sharing

Each city defines the level of service and budget allocation for PVTA transportation services. Most recently, city members have become vocal about PVTA operating costs and challenges in meeting growing costs. PVTA is responsible for reporting back the use of city-provided funds organized by service-type and funding source. In addition, PVTA provides monthly, quarterly, and annual reports citing ridership, funding use, budget allocation or drawdown, percentage billed for overhead, and other required reporting information.

The member cities contribute a portion of their dedicated transit sales tax revenues to fund Get About service based on their share of overall Get About ridership. These revenues make up about 70% of the program's operating budget. Get About also receives subregional paratransit incentive funding from the Los Angeles County Metropolitan Transportation Authority (LACMTA or LA Metro), as well as FTA 5310 operating and capital funds. The Claremont DAR receives regional formula funding from the

LA Metro including TDA and Proposition A Discretionary funds. Claremont is also an FTA 5307 recipient.

Most recently and because of increased costs, city members have directed PVTA to develop cost containment strategies to help align with city allocated budgets and priorities. As a result, cities have developed budget or funding caps for PVTA services. This requires PVTA to manage monthly operational costs and, in some cases, create rider caps and limitations with services, which include reducing operational hours.

PVTA's current service delivery model combines a dedicated contractor, with supplemental partnerships through transportation network companies (TNCs) such as Uber. This hybrid approach allows PVTA to provide both traditional, wheelchair-accessible services and more flexible on-demand options. However, like many transit providers nationwide, PVTA is experiencing rising operating costs driven by increases in labor, fuel, maintenance, and facility expenses. At the same time, evolving customer expectations and advancements in mobility technology present new opportunities to improve service delivery.

Economic Conditions Impacting PVTA

The study has identified a host of operational conditions that have hindered PVTA to quickly address the changing environment. While the COVID pandemic impacted ridership and rider patterns, other economic and social conditions have impacted PVTA. By example, the movement toward providing workers with a "living wage" and the recent War with Iran has significant and direct repercussions on PVTA. In 2023, the City of Los Angeles passed a living wage ordinance requiring contractors to pay a minimum of \$28.92 per hour for a single adult with no children or \$30.79 per hour for individuals with two working adults and two children. This decision started a living wage movement trickling through public agencies including PVTA. In 2024, PVTA's transportation contractor renegotiated its contract stating it had to increase driver and staff wages to better align with market conditions. Additionally, the Iranian War has increased diesel gas prices by more than \$2.30 per gallon. According to the AAA, in the past year a gallon of diesel in Los Angeles County has risen from \$5.10 to \$7.49 (source: <https://gasprices.aaa.com/?state=CA>). These are only two examples of changing conditions that impact PVTA. Other conditions include higher insurance rates and premiums, higher cost of living, shifting demographics, city budget constraints.

Market Analysis

The consultant team conducted a comprehensive analysis of ridership data covering FY 2020 through FY 2026. The data included ridership, origin-destination patterns, service productivity, operating costs, socioeconomic conditions, and transit propensity. This analysis was utilized to establish baseline performance metrics, identify service area needs, and evaluate potential transit and mobility gaps across the system to provide the foundation to support potential system wide recommendations, or more focused recommendations for each member city to better support their communities' needs and vision for transit services.

To assess mobility needs within the PVTA's service area, it is important to understand the demographic and socioeconomic characteristics of residents. This analysis relies on U.S. Census Bureau American Community Survey (ACS) five-year estimates (2019–2023), which provide a consistent and cost-effective source of population data. Certain population characteristics, particularly age, income, and access to a private vehicle, are strongly associated with transit use and are used to evaluate transit dependency and identify potential service needs and gaps. Population density helps inform the appropriate type of transit service, with higher-density areas better suited to fixed-route service and lower-density areas more effectively served by on-demand options. Within the PVTA service area, higher population densities are concentrated in several areas of Pomona, particularly in neighborhoods with multifamily housing and tightly developed residential patterns.

The Market Analysis report Appendix A provides a series of maps illustrating socioeconomic and ridership data. Socioeconomic data included population density, employment density, age groups, households living below the poverty line, zero vehicle households, and transit propensity.

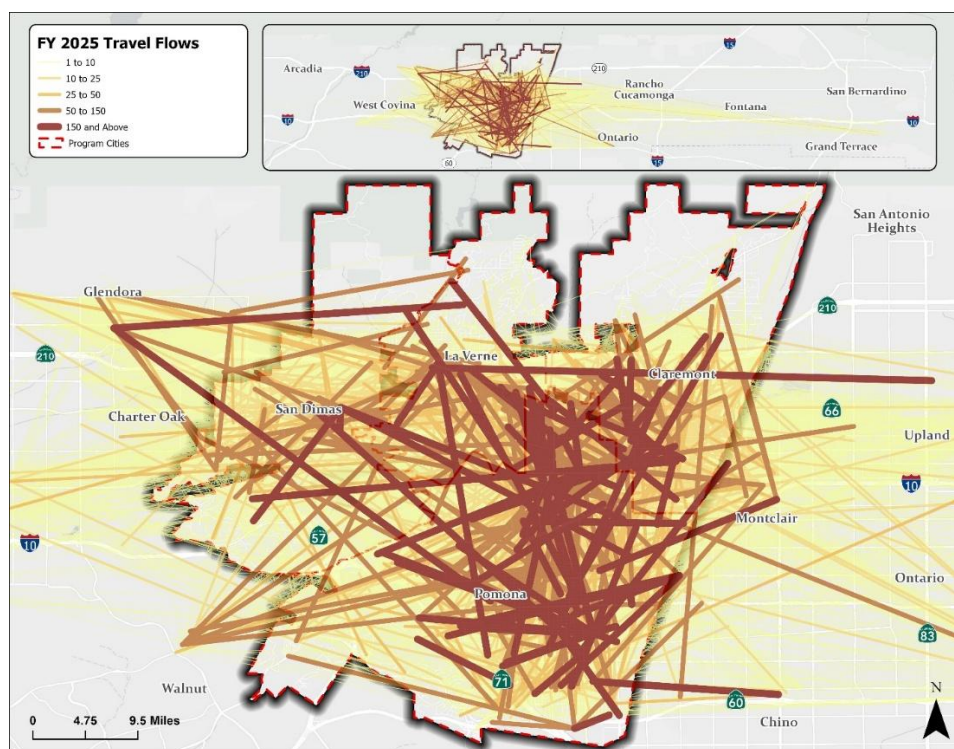
Operational Characteristics

To complete the operational analysis and provide PVTA with service model recommendations, it required the consulting team to review areas of underserved or unserved mobility needs, rider demand and ridership for all services. This historical travel flow combines ridership from all services so the analysis can assess rider demand, ridership trends, and operational costs. The historical data combines and aggregates data received from different scheduling software platforms including Ecolane, Uber and Spare. This origin–destination analysis evaluated weekly travel flows for all completed PVTA trips by financial year starting in 2021 through 2025.

PVTA serves a critical role in supporting local and regional mobility.

The strongest and most concentrated trip pairs occur within and between key activity hubs, indicating consistent demand for short, localized trips. More dispersed and lighter flows reflect lower-frequency and cross-boundary travel. Overall, the patterns and analysis illustrate PVTA serves a critical role in supporting local and regional mobility. The analysis also identified inter-community connections that can help guide future service and operational refinements. It is important to note that from FY 2021 through 2025, based on the annual ridership the services grew 183%, from 47.5k to 134.7k. This is a clear indication that PVTA services and interconnectivity within and outside member cities are needed. The map below illustrates the expansive ridership within the PVTA Service area for FY 2025.

PVTA FY 2025 Travel Flows – all services



Productivity and Ridership Analysis

Productivity is useful to evaluate as it relates to the number of passengers served compared to the number of revenue hours of service operated. It is a measure of both efficiency and effectiveness. Looking at passengers served relative to the revenue hours of service provided helps identify whether service is appropriately sized. PVTA's service model and depth of programs provide complexity in the analysis but by combining data for all services, it provides greater opportunity in identifying efficiency based on service demand. Key Finding: While productivity levels in the 2024–2025 dataset reflect current operating conditions, they indicate potential for improvement through service optimization. The most productive month of the dataset was March 2024 at 2.44 trips per revenue hour.

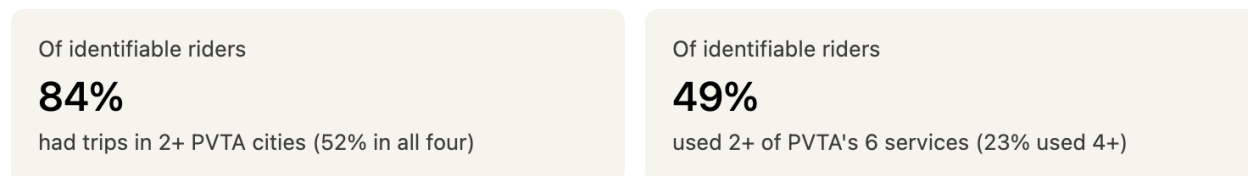
In addition to reviewing Productivity, analysis was completed segmenting annual trips by program type. From FY 2021 through FY 2026 a total of 566,050 trips were recorded, with annual volumes growing from 47,530 in FY 2021 to 134,680 in FY 2025. Get About ridership accounts for the largest share of trips across all fiscal years. Several programs experienced notable changes over the period. Claremont DAR trips increased significantly beginning in FY 2025, rising from roughly 2,200 in FY 2024 to over 16,100 in FY 2025.

Trips for all services were recorded across the program between FY 2021 and FY 2026, with Pomona accounting for the largest share at 54 percent, followed by Claremont at 19 percent, San Dimas at 12 percent, and La Verne at 11 percent. FY 2026 reflects a partial year with 51,857 trips recorded to date and the rate of trip-making suggests over 205,000 annual trips may be served in 2026. This growth trajectory underscores increasing demand for the PVTA service across the member city area.

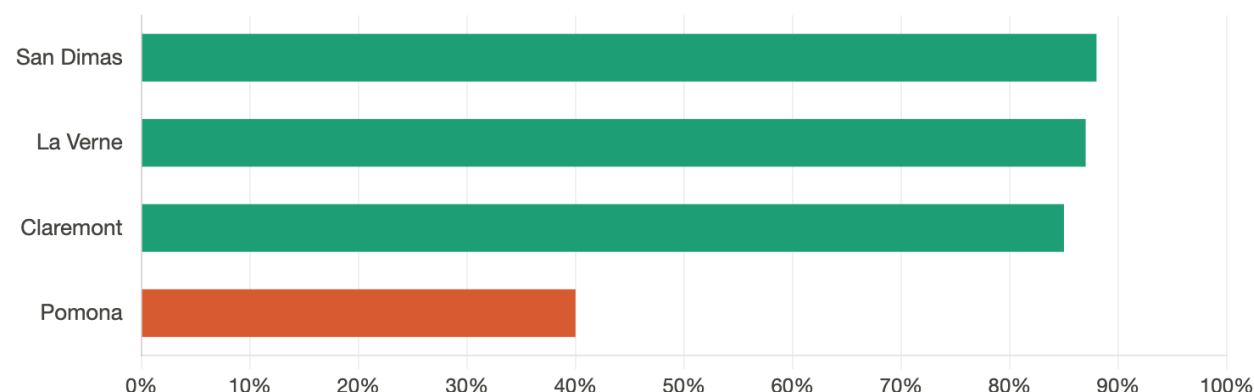
Unique Rider Analysis

To enable this examination, the project team constructed a rider crosswalk linking individuals across PVRTA's three scheduling platforms and all PVRTA services — the legacy Ecolane scheduling system, the current Spare on-demand platform, and the Uber TNC partnership.

The pattern is mirrored in funding-program behavior: 49% of identifiable riders used two or more distinct funding programs over the analysis window.



Share of trips occurring outside the rider's home city



Based on identifiable Ecolane trips. Pomona's lower share reflects its position as the regional destination for cross-city travel.

49% of identifiable riders use 2 or more services, with 23% using 4 or more.

Taken together, these patterns describe a **rider population whose service needs are fluid across cities — not anchored to single cities or single funding streams.** The typical paratransit user in the PVRTA service area moves across municipal boundaries and across program eligibility frameworks to obtain transportation. This is the empirical foundation for the JPA structure: the service geography that PVRTA exists to serve is regional by its nature, and a single-city transit operation could not practically meet more than a small fraction of any one city's residents' actual travel needs.

Considerations for Program Structure and Cost Attribution

This rider-level view supports three considerations for how PVRTA evaluates the alignment between its funding architecture and the service it delivers to member cities.

First, the cross-jurisdictional service patterns documented above are themselves the empirical justification for the joint powers authority structure. PVTA's rider population does not respect city boundaries; the typical rider moves across cities and across programs to obtain transportation services. This suggests the PVTA service network provides riders with the flexibility needed to meet their transportation needs and validates a regional structure that allows seamless service across the four cities is necessary to meet this travel demand. Any restructuring of PVTA's governance should preserve the regional framework that the data shows is essential to the rider population's actual service patterns.

Second, continued cost attribution across member cities should be anchored to the rider's home city of residence. A trip taken in Pomona by a Claremont resident represents service delivered to a Claremont household; a trip on a San Dimas-named program taken by a Pomona resident represents service delivered to a Pomona household. Anchoring inter-city cost allocation to rider residence ensures that each city's financial contribution is reconciled against the service flowing to its own residents, regardless of where the trip itself originates and regardless of the funding program that pays for it. This principle establishes a consistent basis for evaluating value-for-contribution across the four cities. Edge cases — trips by tourists, visitors, or riders without a stable residential address in the service area — will require a separate attribution rule, but the principle holds for the large majority of identifiable trips.

Third, PVTA should evaluate consolidation of its current funding program structure into a single unified program. The architecture documented above spans across multiple services and funding programs with overlapping eligibility, varying degrees of geographic specificity, and rider populations that do not always correspond to the program's nominal city affiliation. With 49% of identifiable riders using multiple programs and a further 21% using six or more service descriptions, the practical effect of the current structure is that any given rider's service is paid through several revenue streams in proportions that are not transparent at the rider level. Additionally, San Dimas and Claremont operate separate dial-a-ride-type services independent from Get About because they were launched independently when funding became available. Today, consolidating these programs under Get About would provide streamlined service, operations and reduce costs. Consolidation would reduce the analytical complexity inherent in the current rider distribution, make cross-subsidy flows transparent at the rider level, and improve each member city's ability to evaluate the relationship between its contribution and the service rendered to its residents.

Alternatives Service Model Analysis

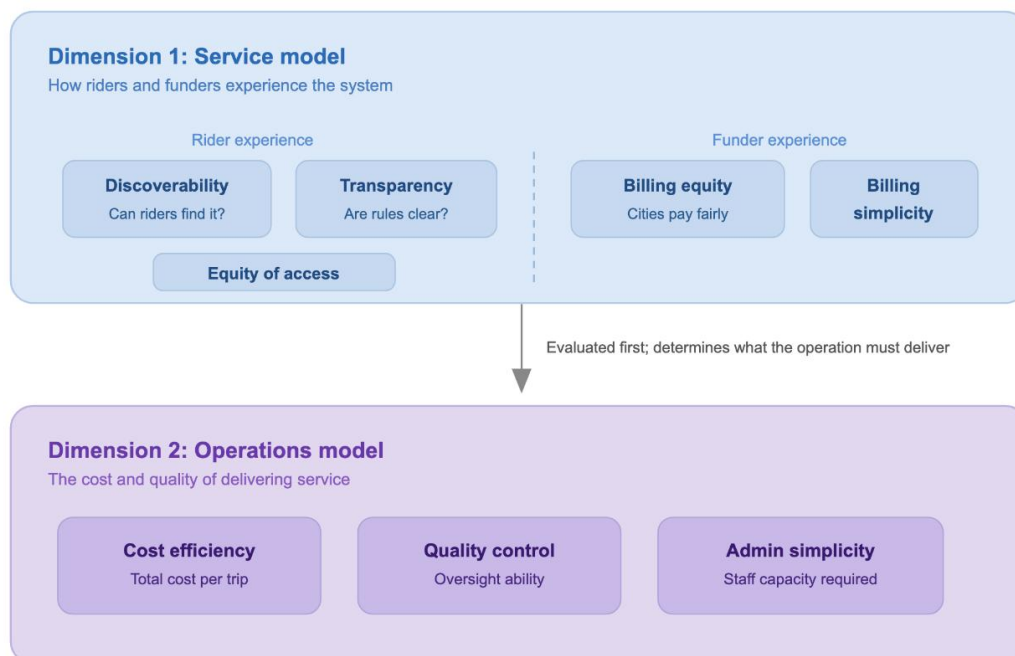
Once socioeconomics and ridership were analyzed, the next core analysis was to review PVTA operations and the current single contractor service model. The intent for this exercise is to analyze the existing operations model against other known alternative models that are used within the transit industry. The core focus in this analysis is with specialized transportation services such as paratransit and dial-a-ride services and not fixed-route services.

The unique rider analysis discovered that the current contract service operator managed fleet assignments using what is commonly referred to as "blocks." In paratransit and public transit, a

driver block (often referred to as a **block** or **run block**) is an assigned shift of continuous work for a single driver, covering a specific sequence of trips or routes. It is the basic building block of transit scheduling, combining a driver's daily operating hours, vehicle assignments, and their scheduled passenger stops into a single, manageable unit. In this managed scenario, the vehicle is closed or what we have defined as “**siloed**” to a specific service. Meaning, the driver will not automatically be considered by the scheduling system to serve other trips that may not be within the defined program, but the riders are essentially traveling in the same direction and thus these combined riders could be served more efficiently and cost-effectively if grouped. This form of operations management is considered a legacy form of service management.

After discovering the operator blocks, we began reviewing billing layering MOU and PVTA practices of aligning ride billing to the rider’s residents. What we discovered in this analysis is the former technology used by the contract service provider required a lengthy process of generating numerous reports which then took PVTA significant time to compile and aggregate into a single ridership report. This was caused namely by the way the technology was configured using the run block method of operations. These two methods are designed to favor the contractor in segregating service for billing purposes.

From this review and discovery, the next step was to measure existing processes to operational and service models. Within the analysis method for these two models, there were key factors being measured. The figure below illustrates the method used in the analysis.



Using the above, the study looked at service models. The model conditions were governed by a set of seven stated objectives. These seven objectives include the following:

- **Discoverability** – Are services easy to discover and understand by riders?

- **Transparency** – Are rider rules set by city members transparent to riders and easily enforceable?
- **Equity of Access** – Is rider equity tailored to city-specific priorities?
- **City Control** – Can member cities sustain autonomy with fares and services to its residents?
- **Billing Equity** – Can PVTA ensure billing equity is easily defined based on City controls?
- **Billing Simplicity** – Is billing defined by rider resident and easily obtained?
- **Cost Efficiency** – Is the operated service productive (riders served per vehicle hour operated) and cost-effective (operating cost per rider served)?

There were three distinctive service models used in the models evaluated using the above conditions. These included:

- **Unified Program** – one service name, same rules for all riders, equity in costs, fleet pooling.
- **Status Quo (current model)** – service distinction by city, rules vary, isolated or blocked service and fleet based on service assignment, independent service labels for billing.
- **Single Branded with City Rules** – one service, one name, rules vary by cities, rider verification by city of residence, open fleet configured for optimization and cost containment.

Each alternative model was categorized using the core seven stated objectives. The table below provides the benefits using a High to Low range. High being most advantageous; low being the least advantageous.

Dimension	A: Unified Program	B: City-Branded (Status Quo)	C: Single Brand, City Rules (Recommended)
Discoverability	High. One service, one name, one access point.	Low. Services with distinct names, eligibility, and access points.	High. One service, one name; city-specific rules surfaced at booking.
Transparency	High. Same rules for all riders; nothing to compare across cities.	Low. Rules vary by program; rider must know which program applies to them.	Medium. Rules vary by city but are visible at point of trip search.
Equity of Access	Medium. Equal access but no tailoring to city-specific priorities.	Low. Access depends on program enrollment.	High. Universal access; service levels reflect each city's priorities.
City Control	Low. Cities fund but do not define service for their residents.	Medium. High in theory; yet user analysis shows program populations do not match city names.	High. Each city defines service rules for its own residents directly.
Billing Equity	Medium. Shared pool; no inter-city attribution required. High-volume cities may dominate.	Low. Isolated service labels have made it difficult to align a rider to their home city.	High. Billed by verified rider home city of residence within city-defined rules.
Billing Simplicity	Medium. Shared rides require cross-city cost allocation per trip.	Low. Complex reconciliation across all services have been difficult to aggregate and report.	High. Bill per-rider that is approved per city.
Cost Efficiency	High. Full fleet pooling and open scheduling; maximum vehicle utilization.	Low. Vehicles siloed by program; capacity locked by assignment.	High. Commingled fleet with open scheduling serves all riders; utilization matches Alternative A.

Service Model Recommendation

Based on the above, the consulting team recommends PVTA consider a single brand, city rules defined service model. Under this unified model, PVTA operates one service under one brand with a single point of access for all riders. Which means Claremont Dial-a-Ride and San Dimas Dial-a-Cab service would fall under a single branded service. Each member city defines the service parameters

that apply to its own residents, embedded in the rider's profile based on verified home city of residence and applied at the point of booking. The fleet is utilized using an open scheduling approach with no driver blocks. Independent city service parameters would align with the individual city allocated budget. This would include any rider or trip caps and any additional programmatic rule a city adopts. A single brand service reduces rider confusion and reduces barriers.

The recommended service model preserves the regional service framework that the rider data shows is essential to meeting the JPA's travel demand and JPA Charter, while giving each city transparent control over what its residents receive and what it pays for.

PVTA should operate a single branded service in which each member city defines the service rules that apply to its own residents, with those rules embedded in the rider's profile based on verified home city of residence and applied at the point of booking. Billing should remain anchored to rider home city, so that in the commingled fleet using an open scheduling model each city's financial contribution continues to be reconciled against the service flowing to its own residents regardless of where the trip physically occurs or which vehicle serves it.

From the rider's perspective, under a single brand, all riders have the same registration page and the same reservation flow (request service from point A to point B). Prior to booking service, riders will dynamically see different service options based on their eligibility and trip request. Service and program alignment is managed in the backend in the dispatching platform.

This model preserves the regional service framework that the rider data shows is essential to meeting the JPA's travel demand and JPA Charter, while giving each city transparent control over what its residents receive and what it pays for. Operationally, this model places high priority on fleet efficiency and utilization over driver assignment and blocks. Under this model, Claremont Dial-a-Ride and San Dimas Dial-a-Cab would be folded into the single branded service. It's important to mention that the single brand DOES NOT reduce city member autonomy in determining service eligibility or different program rules of its residents. It simplifies the overall rider experience and reduces confusion. It also DOES NOT prevent cities to determine funding levels or inhibit the existing cost sharing model or JPA structure or Charter. Below are key elements to the recommendation.

High discoverability. There is one service to find, one name to search for, and one booking process to learn. A rider does not need to determine which service applies to them before accessing service; they register with PVTA, their home city is verified, and the applicable eligibility and program rules are surfaced automatically when they search for a trip.

Medium-High transparency. Rules vary by city, which means this model does not achieve the full transparency of a single uniform program. However, the differences are visible to the rider at the point of trip search rather than hidden behind program labels the rider may not understand, which

represents a meaningful improvement over the current structure where a rider must first identify which program applies to them before learning what rules govern their trip. The assessment is made on the current configuration of the Spare platform. Reconfiguring the platform would move this to a “High” service standard.

High equity of access. Access is universal; every resident of the four cities can use the same system. Service levels reflect each city’s priorities because cities define the rules for their own residents, which means the system can accommodate differences in city budgets and service philosophies without creating separate programs that fragment the rider experience. There is no loss of program or rule independence for any city member.

High city control. Each city defines service rules for its own residents directly. This preserves the governance interest that cities have expressed throughout the JPA’s history, which is the ability to determine what their contribution buys for their own residents, without requiring the service-level fragmentation that the user analysis showed does not produce the residency alignment it implies. Each city rule is defined within the newly acquired technology providing greater reporting and transparency.

High billing equity. Billing is anchored to the rider’s verified home city of residence, consistent with the principle established in the user analysis that a trip taken within the PVRTA service area by a Claremont resident represents service delivered to a Claremont household. This produces cost attribution and ensures actual service delivery is billed equitable based on aligned city-based service allocation.

High billing simplicity. Billing is per-rider against the rules each city has approved for its own residents, which means reconciliation reduces to a verified count of trips delivered to each city’s riders rather than a program-by-program allocation. Each city sees a bill that reflects the service its own residents received under the rules it set, with no inter-program reconciliation required and no manual cost-allocation cycle of the kind the current structure demands.

High-cost efficiency. An open commingled fleet with open scheduling serves all riders regardless of program or city, which produces the same fleet utilization as a fully unified program. Continued commingling the PVRTA fleet in an open scheduling format improves trips-per-vehicle-hour, compared to the current structure where vehicles are siloed by program and capacity is locked by driver assignment rather than allocated fluidly by rider demand.

Operations Model Alternatives

With the service model established, the question shifts to how PVRTA delivers that service on the back-end. The current operations contract model governs who holds the technology platform, how vehicles are assigned to trips, who manages provider relationships, and how costs flow from provider to PVRTA to member city. Currently, back-end configurations are managed by the contract transportation service provider. A contractor control model does not allow PVRTA the freedom and flexibility needed to meet its membership Charter and member autonomy it requires.

There are two independent decisions that define the operations model.

- **The first is fleet organization and scheduling:** whether vehicles are assigned to specific programs (siloed) or pooled across all service types using an open scheduling service structure (open scheduling with commingled fleet).
- **The second is the contractual structure:** whether PVTA contracts with a single turnkey operator who manages all downstream relationships, or whether PVTA holds the technology platform and contracts independently with each service provider.

Analysis already revealed it is in PVTA’s best interest to hold the technology contract and manage back-end configurations. These two contract operations decisions combine into four possible alternatives which do not consider any possible or needed adjustments to city MOU’s.

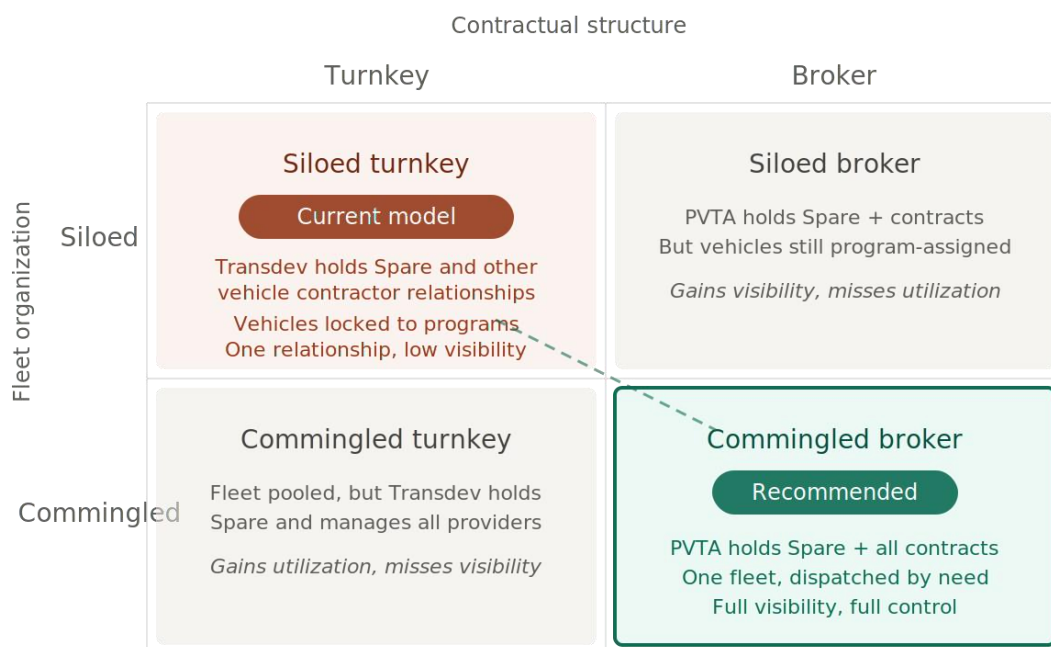


Figure 3. Operations model alternatives: fleet organization vs. contractual structure

PVTA’s currently operates in the siloed (vehicle block) turnkey configuration where PVTA’s dedicated operations contractor holds the technology contract, is expected to oversee any additional vehicle operator contracts, and assigns vehicles by program and its operational preferences. Operational preferences are focused on contractor benefits such as driver allocation and fleet blocks. In this instance fleet blocks are defined as “siloed” because vehicles are assigned (blocked) to a single service. All operating decisions and back-end configurations are managed by the contractor. This does not favor PVTA. For this reason, it’s recommended that PVTA operate an open scheduling commingled fleet broker model, in which PVTA manages all technology agreements directly, then

contracts with dedicated and non-dedicated providers independently. The vehicle fleet is pooled into a single open fleet dispatched by rider need rather than by program or service label. It also means PVRTA sets the performance framework where operational priority is on fleet optimization, efficiency, and shared rides and not ensuring driver hours and contract billings. The alternative analysis section provides detailed comparisons of operation models, which address in detail each specific objective and high to low ranges for each model considered.

Peer Reviews

Moving past the analysis phase, the next set of examination was to conduct a review of peer agencies across the United States that operate within the JPA framework, subregional-type authorities or similar intergovernmental governance structure similar to PVRTA. In the peer review process, the consulting team provides three peer reviews taking into account organizational structure, operational model, cost sharing among members, and relevancy to PVRTA. In addition to this peer review, the consulting team also completed an expanded operational peer review, which primarily focused on comparing operational data, funding structures, governance frameworks, and overall service delivery characteristics among peer transit agencies. Building on that foundation, the analysis shifted the focus toward future-oriented considerations associated with potential service delivery models and implementation strategies that may emerge from the recommendations developed as part of this feasibility study.

The intent of the peer review and operations analysis is to provide additional context on how different transit and mobility service models have been implemented, managed, and adapted by peer agencies...

The intent of the peer review and operations analysis is to provide additional context on how different transit and mobility service models have been implemented, managed, and adapted by peer agencies in response to changing operational needs, customer expectations, funding realities, and evolving mobility trends. These models look at peer agencies who have implemented TNC-type services.

Each peer review provides key takeaways and implications of the service model recommendations for PVRTA. The peer review demonstrates that regional and community mobility providers across the country are increasingly shifting toward more flexible, technology-enabled, and customer-focused service delivery models that blend traditional demand-response services with newer mobility options, including microtransit, TNC partnerships, and unified mobility management platforms. While each peer agency operates within a different governance, funding, and operational context, several common themes emerged that are relevant to PVRTA's ongoing and future service planning considerations.

Ultimately, the peer review reinforces that the JPA governance model provides PVRTA with the flexibility to evolve its service structure over time while continuing to coordinate mobility services across member jurisdictions. As mobility trends, customer expectations, and operational costs fluctuate,

PVTA is well-positioned to explore service delivery strategies that balance accessibility, operational efficiency, financial sustainability, and customer convenience within a unified regional mobility framework.

Recommendations

From the socioeconomic analysis, unique ridership, review of current operations, alternative service analysis to stated PVTA and city member objectives and peer reviews, there are a series of recommendations being provided for PVTA's consideration.

Proposed Service Model

Transit demand, customer expectations, and mobility technology continue to evolve, requiring agencies to operate more flexibly and efficiently while still meeting the needs of diverse rider groups and funding programs. The proposed operating concept presented to PVTA is designed to:

- Increase flexibility, productivity, cost-effectiveness, and reporting for PVTA.
- Better leverage PVTA's fleet capacity to serve demand more productively and to lower costs on a per trip served basis.
- Leverage the Spare platform algorithms to meet trip quests and service demand throughout the operating day to meet the service objectives of PVTA and the cities.

Rather than defining services and operations around programs in driver blocks, the proposed service model suggests a focus first on how best to meet all the mobility needs for each day and use the associated service type and program labels from the rider profile to flag the completed trips once services have been provided. The proposed service model operates in the form of an automated mobility broker. Customers may book their trips in advance of the day of the travel or on the day of travel either for immediate response (like a ride hailing app) and/or as a will-call trip when returning from an appointment such as a medical visit. Adding automation does not prevent subscription trips. Subscription trips are auto assigned just like on-demand trips.

The proposed service model operates in the form of an automated mobility broker using an open scheduling system and commingled fleet.

The proposed service model for PVTA will better utilize the agency resources and vehicle fleet by facilitating, managing, and balancing service demand and service supply. This will improve service productivity, cost-effectiveness, and service quality. Service can be better monitored and data collected will be used to generate both better services and more accurate and readily available reporting. This will improve customer experience and ratings. It will also provide PVTA with improved data and details for cost sharing with the cities and other funding partners. *Note: its recommended Group rides operate in an AS-IS manner.*

Proposed Operations Model

The analysis supports the commingled open scheduling broker model as the recommended operations configuration. PVRTA should hold the Spare contract directly, pool all vehicles into a single commingled fleet without any vehicle locking that are then dispatched by rider need, and establish direct contractual relationships with dedicated fleet operators and non-dedicated service providers. This configuration produces the highest fleet utilization, gives PVRTA direct visibility into every trip and every cost, and allows PVRTA to adjust its provider mix as market conditions change — all of which are prerequisites for delivering the single-brand, city-defined service model recommended. This model also allows PVRTA to have stronger cost control capacity and greater transparency and oversight of the operations. The planned RFP should be structured to establish these direct relationships, with the transition designed to coincide with the expiration of the current contract in June 2027.

Strategy Development

Five-Year Plan

PVRTA should develop and adopt a five-year plan. It's recommended that the PVRTA Board should conduct a workshop or retreat focused on reviewing the study's recommendations and develop / adopt a PVRTA 5-year strategic plan. This plan would set the framework for transitioning from a single contractor model to a hybrid brokered service model. It would also define steps PVRTA will take to address operational and funding constraints, identify partnerships, determine internal versus outsourced services, discuss the single unified service model, and align city members with mutually beneficial outcomes.

Subregion Collaboration

The Pomona Valley has a unique set of transportation challenges that member cities, PVRTA, and other transportation agencies could address if there were a formal working partnership or coalition in place to identify and address community transportation needs unique to the Pomona Valley.

Operational Recommendations

- PVRTA should procure all its technologies independently from a contractor provider.
- PVRTA should evaluate utilizing the Spare AI call center solution as part of its technology acquisition plan.
- PVRTA's planned purchased transportation RFP should segregate dedicated contract and non-dedicated contract procurements.
- PVRTA should evaluate any additional required staff training needed to support the operational model and operations oversight, contract negotiation and management. A Transit Management contract, where PVRTA secures a contracted General Manager or manage the broker network, is a potential option for PVRTA to consider.
- PVRTA should develop a fleet acquisition plan which would include evaluating the lease-purchase model versus a capital acquisition / depreciation model. The plan should address cost containment and vehicle maintenance alternatives.

Governance Recommendations

Claremont Dial-a-Ride and San Dimas Dial-a-Cab

Based on city directive for cost containment and because each Dial-a-Ride / Cab service operates independently, it recommended that each City member consider folding these two services into the single brand service concept. Operating each service independently increases costs for both Claremont and San Dimas.

Gold Line (A Line) Expansion

Due to high growth in public rider use and expansion of the Goldline from Glendora to Montclair, the PVTA Board should review how it could address unmet transportation needs for its current rider and/or general public riders.

Student Services

The study identified a high growth of PVTA service use by students. Namely students traveling to/from the Claremont Colleges area. Additionally, each member city has a college within their jurisdiction. As such, the PVTA Board should consider defining a “student” rider category and identify opportunities to better serve the student population within the PVTA service area.

The recommendation section also outlines suggested Short-term, Mid-term and Longer-term suggestions PVTA should consider. This includes opportunities to increase services and potential expanded service areas PVTA should evaluate.

Introduction and Background



PVTA serves a critical role in supporting local and regional mobility.

1.1 Summary

In September 2025, the Pomona Valley Transportation Authority (PVRTA) and Claremont Dial-a-ride (Claremont DAR) sought qualified consultants to conduct a comprehensive **Traditional Dial-a-Ride (TDAR)/ On-Demand Service Feasibility Study**. The intent of the study is to determine the most effective and cost-efficient model for delivering PVRTA's traditional DAR and on-demand services as well as distinguish the Claremont DAR on-demand potential model features and solutions. The study will:

- **Analyze** the performance and cost-effectiveness of the current service structure.
- **Evaluate** alternative service models, including:
 - Brokerage model with one dedicated contractor for TDAR with multiple sub-contracted providers for on-demand and supplemental services.
 - Integration with TNCs and/or taxi providers for on-demand services.
 - PVRTA in house brokerage model where PVRTA manages separate contracts directly for TDAR and On-Demand/supplemental services
- **Model** the financial, operational, and governance impacts of each option over a 5-year horizon.
- **Identify** potential efficiencies or deficiencies through coordination with our current cities and any other regional operators.
- **Recommend** a preferred model that balances cost control, service quality, and community access. The models must also improve customer service in an equitable way particularly in ride reservations, fare payment and ETA's.
- **Outline** an implementation plan, including required policy changes, funding strategies, and transition timelines.
- **Highlight** opportunities to reduce overhead cost within the different operating models including dispatch, admin, vehicle storage and maintenance.
- **Strategic Planning** development for short term (12 months), mid-term (2-3 years) and longer term (4-5) years. The plan should provide recommended implementation strategies.

This study will serve as the foundation for PVRTA and Claremont DAR next-generation service model — one that focuses on:

- **Financially Sustainability**
- **Provides Operationally Flexible**
- **Responds to Community Needs**

This study required an additional emphasis on how to operate Claremont services cost effectively within the PVRTA JPA structure.

1.2 Background

The Pomona Valley Transportation Authority (PVRTA) is a joint powers authority (JPA) formed by the (4) cities of Claremont, La Verne, Pomona, and San Dimas. Separately, the City of Claremont is a sub-recipient of federal funds and has its own additional programs such as the Claremont Dial-a-Ride (CDAR) and Group services. Pomona Valley Transportation Authority service area is located on the eastern edge of Los Angeles County in a portion of the Los Angeles-Orange-Riverside metropolitan area known as the Pomona Valley.



The Pomona Valley has a population of 252,880 and a service area of approximately 61 square miles and is the eastern edge of Los Angeles County bordering San Bernardino County. PVRTA is the community transit provider for these cities and the subregion. The Pomona Valley is also served by Foothill Transit, Metro Rail, the Metrolink commuter rail service, and L.A. County Access Services. PVRTA's current operating model includes one full service dedicated contractor who operates a dedicated PVRTA or city-owned fleet and subcontracts with a Transportation Network Company (TNC – Uber) for the on-demand and DAR supplemental services. The dedicated contractor mostly operates large PVRTA-owned wheelchair accessible vehicles (WAV) and primarily takes on passengers with accessibility issues or those who feel more comfortable with a traditional DAR system where they call to request a WAV ride with a driver who can collect cash fares. To be clear, the contract operator utilizes a PVRTA-owned fleet.

Ridership of all PVRTA services has changed from pre-COVID demand for both individual and group rides. In addition, the traditional DAR model has faced a steep increase in operating costs of over 50% with employer wages, maintenance costs, facility costs, and increasing fuel costs.

PVRTA Request for Information (RFI)

To ensure long-term sustainability, determine whether contract transportation service providers could manage the planned change in operating model, and to help inform the planned Request for Proposal (RFP) for contract services being planned in August 2026, PVRTA issued a Request for Information (RFI) in April 2026. The RFI is meant to identify capabilities from contract service providers who have experience managing alternative service delivery models, including brokerage transportation services, and partnerships with Transportation Network Companies (TNCs), taxi companies, or other WAV providers. PVRTA also wanted information and qualifications from contract transportation providers who can manage the diversity of PVRTA services using both a dedicated (PVRTA owned fleet) and non-dedicated fleet (third party transportation providers, taxis and/or TNCs).

1.3 PVRTA City Member Funding

As stated above, PVTA is organized as a Joint Powers Authority (JPA) consisting of Claremont, La Verne, Pomona, and San Dimas members. Each city defines the level of service and budget allocation for PVTA transportation services. PVTA is responsible for reporting back the use of city-provided funds organized by service-type and funding source. In addition, PVTA provides monthly, quarterly, and annual reports citing ridership, funding use, budget allocation or drawdown, percentage billed for overhead, and other required reporting information.

The member cities contribute a portion of their dedicated transit sales tax revenues to fund Get About service based on their share of overall Get About ridership. These revenues make up about 70% of the program’s operating budget. Get About also receives subregional paratransit incentive funding from the Los Angeles County Metropolitan Transportation Authority (LACMTA or LA Metro), as well as FTA 5310 operating and capital funds. The Claremont DAR receives regional formula funding from the LA Metro including TDA and Proposition A Discretionary funds. Claremont is also an FTA 5307 recipient.



Most recently and because of increased costs, city members have directed PVTA to develop cost containment strategies to help align with city allocated budgets and priorities. As a result, cities have developed budget or funding caps for PVTA services. This requires PVTA to manage monthly operational costs and, in some cases, create rider caps and limitations with services, which include reducing operational hours. As such, PVTA is being forced to evaluate service models and seek partners who have experience working with cost containment directives and creative ways to navigate strict budget constraints with reduced impact to service quality and availability. For context, PVTA operates fiscal years starting July 1 and ending June 30 of each year.

1.4 PVTA History and Service Descriptions

Historically, PVTA had contracted separately with two providers: a dedicated transportation contractor and a local taxi company. A turnkey operator, such as Transdev, was responsible for managing the dedicated fleet and prescheduled trips for the Get About program. Same-day, on-demand services—including Ready Now, Claremont Dial-a-Ride, and San Dimas Dial-a-Cab—were operated by a local taxi contractor. Additionally, taxi services were used to provide supplemental coverage for Get About in case of incidentals or overflow.

In July 2020, PVTA transitioned to a single-contractor model. Under this new structure, PVTA contracted directly with First Transit (now Transdev), which in turn subcontracted with a taxi company for supplemental and on-demand services. This model was designed to streamline operations, eliminate redundant reporting, and centralize accountability. First Transit assumed responsibility for data collection from the subcontractor and reporting to PVTA. The centralized model was also intended to improve customer service by consolidating reservations and dispatch operations under

one call center, allowing for better scheduling, improved on-time performance, and increased productivity. However, this approach ultimately proved unsuccessful. The prime contractor struggled to maintain a sufficient trip volume for the taxi subcontractor to remain financially viable. Compounding this issue was a broader industry shift, with growing consumer preference for Transportation Network Companies (TNCs) such as Uber and Lyft. The onset of the COVID-19 pandemic further strained the system and ridership, leading to the taxi subcontractor's closure in 2023 (FY24) with only a month's notice.

As a result, PVRTA was forced to pivot quickly to an emergency service model. The model changed to on-demand trips handled by the dedicated contractor and TNC (e.g., Uber), while the dedicated vehicle service such as Get About and group services were also provided by a national transportation contractor, First Transit at that time who was transitioning to Transdev after an acquisition.



In mid-contract during FY24, First Transit's acquisition by Transdev necessitated increased wages for operators, particularly drivers and dispatch, as mandated by the operators' union. Consequently, PVRTA was federally required to issue an emergency bid to update the agreement's employee compensation schedule. Due to widespread inflation and escalating wages across California, the submitted proposals reflected a 50% increase in cost. These unexpectedly steep cost increases compelled the cities to reduce service by 50% to maintain operational continuity.

Currently the dedicated vehicle contractor, Transdev, acts as the prime contractor and has the option to subcontract for on-demand services or provide them directly. Currently, Transdev operates dedicated services and brokers some on-demand services to Uber.

Prior to July 2025, Get About was running at 25,000 annual revenue hours with service starting as early as 6:00 am and running until 7:30 pm. With such a steep rise in contractor costs and inflation, PVRTA unfortunately had to reduce service.

These service changes took effect on July 1, 2025, which included:

- A fare increase
- Reduction in annual revenue hours from 25,000 to 15,000 for the Get About program.
- Eliminating the One Step Over the Line Program which transported clients east of LA County into San Bernardino County for medical appointments.
- Reduction of operating hours and elimination of service on Sundays.

PVRTA service modes are detailed below along with the estimated service levels for each mode. It should be noted that service levels can vary considerably based on rider demand. The service levels below will be used as the basis of evaluation of price proposals.

Currently, PVTA's service model has two parts. Dedicated vehicle service performed by the transit operator and supplemental service performed by a Transportation Network Company (TNC-Uber). It is important to differentiate the ridership through the transit operator and TNC, shown below.

Dedicated Vehicle Services (Through transit operator)

- Get About van or dedicated vehicle service (15,000 vehicle revenue hours)
- Claremont Group Service (Operates as the dedicated vehicle portion of Claremont Dial-A-Ride) (565 vehicle revenue hours)
- Pomona Group Service (375 vehicle revenue hours)

Supplemental/Demand Response Services (Through transit operator)

- Get About Ready Now (3,000 passenger trips)
- Claremont Dial-a-Ride-Demand Response (5,200 passenger trips)
- San Dimas Dial-a-Cab (2,600 passenger trips)

TNC Services (Through Uber)

- Get About Supplemental Services (120 passenger trips)
- Get About Ready Now (10,500 passenger trips)
- Claremont Dial-A-Ride (15,500 passenger trips)
- San Dimas Dial-A-Cab (3,200 passenger trips)

Get About

The Get About transportation basic service provides advanced - reservation, door to door transportation to seniors 65 years of age and above and individuals with disabilities certified eligible by PVTA. Requests for service may be made up to 7 days in advance. Trips taken on a regular basis on the same day and time can be set up as subscription trips. Get About is an area wide service offering direct transportation throughout the cities of Claremont, La Verne, Pomona, and San Dimas. Get About offers service to destinations beyond the four cities as far west as Grand Avenue and to the east to the Montclair Place Mall, Montclair TransCenter, and the Montclair Hospital Medical Center. In addition to the basic service, Get About provides one premium service.



The Get About service operates the following days and hours:

- Weekdays - 8:00 a.m. - 5:00 p.m.
- Saturdays - 8:00 a.m. - 2:00 p.m.; Sundays – no service.

Between FY24 and FY25, combined Get about services passenger trips fell from 91,596 to 76,264 (≈17%). The overall drop in FY25 was also influenced by late-year budget restrictions that required service cuts. Dedicated service trips declined from 75,616 to 64,141 (≈15%). As the cab contractor ended its contract at the start of FY24 and PVRTA shifted to Uber, growth for on-demand services continued into FY25.

Trip Trends FY24/FY25

	FY24	FY25
Get About Dedicated Service Trips	75,616	64,141
Get About Cab Service Trips	5,263	138
Get About Premium Services Trips	<u>10,717</u>	<u>11,985</u>
TOTAL TRIPS	91,596	76,264

Get About Premium Services – Ready Now

Get About also offers a same-day premium service called Ready Now, which is partially funded by FTA 5310 grant funds. Ready Now was originally operated primarily as a taxi-based program; however, following the closure of the cab company, the service is currently provided through a combination of the Agency’s dedicated fleet and Transportation Network Company (TNC) partners. Ready Now provides 10,500 trips annually.

Fares

The base fare for Get About is \$2.75 per one-way trip; the extended western service area is \$3.75 per one-way trip, and Ready Now’s fare is \$4.50 for a one-way trip.

PROGRAM	FARES
Get About	\$2.75 one-way
Get About Extended	\$3.75 one-way
Ready Now	\$4.50 one-way

Service Trends

Get About, and PVRTA services, has followed the same service model for over 20 years, but its mix of rides has shifted. The dedicated fleet once handled about 80% of trips, but by FY22 that share dropped to 54%, with taxis covering 46%. Overall ridership fell during the pandemic, down about 50% from FY19. The ability to group trips declined sharply, and cab driver shortages caused longer waits and reduced capacity, leading PVRTA to add dedicated vehicles at higher cost. In summer 2025, rising contractor costs forced PVRTA to make service changes, including ending the One Step Over the Line program, increasing fares, and cutting service hours. With the dissolution of the taxi company

providing PVTA non-dedicated rides, PVTA issues an emergency procurement for TNC – Uber services.

San Dimas Dial-A-Cab

The San Dimas Dial-A-Cab is an immediate response, shared ride, general public, dial-a-ride. Ride reservations can be made from 45 minutes to seven days in advance. All San Dimas Dial-A Cab riders must be registered prior to using the service.

Service Area: Service operates within the City of San Dimas. Elderly and disabled riders picked up within San Dimas may travel within the city and to destinations within extended boundaries. The extended boundaries are Grand Avenue on the West and Garey Avenue to the East and between Foothill Blvd. on the North and San Bernardino Freeway on the South. General public riders can travel within San Dimas and to medical facilities within the extended boundaries. San Dimas also allows travel to designated medical facilities beyond the extended boundaries.



- **Hours:** 24 hours per day, seven days per week.

San Dimas Dial-a-Cab has seen its ridership fluctuate over the past few years. In FY24, ridership was at 6,600 trips. In FY25, there was a slight decline in ridership at 5,700 annual trips.

Pomona Group Services

The Pomona Group program offers transportation services for groups of six or more, require advanced reservations and are subject to available capacity.

- **Service Area:** Anywhere within the 4 city service areas of Claremont, La Verne, San Dimas and Pomona and extended boundaries available to PVTA services.
- **Hours:** The services are available 8:00 a.m.- 5:00 p.m. weekdays and 8:00 a.m.-2:00 p. m. Saturday Closed on Sunday.

Pomona Groups is a relatively small service with a ridership of 250 trips and 2,600 passengers annually. Because the pandemic shut down almost all the afterschool and youth programs Pomona Group has served, it has operated only sporadically since.

Claremont Dial-A-Ride

PVTA also operates transit services on behalf of the City of Claremont. The City of Claremont is located on the eastern edge of Los Angeles County. The City of Claremont presently encompasses 14 square miles. Claremont has a population of 38,000.

The Claremont Dial-a-Ride is governed by the City Council. The City is a member of a Joint Powers Authority, the Pomona Valley Transportation Authority (PVTA). Claremont employs PVTA to operate

the Claremont DAR on behalf of the city utilizing private contractors. Claremont DAR is open to the general public and consists of two components.

(1) **Shared Ride On Demand Service:** A cab based immediate response, general public, shared ride dial-a-ride. All Claremont DAR riders are required to be registered.

- **Service Area:** Service is limited to within the City of Claremont and specified destinations outside of Claremont designated by the city.
- **Hours:** The service operates from 6:00 a.m. to 10:00 p.m. Monday-Saturday and 6:00 a.m. to 6:00 p.m. Sundays for the general public. Services to elderly and disabled persons and riders under the age of 16 are available 24 hours per day, seven days a week.

(2) **Claremont Group Service:** The Group Service is open to groups of six (6) passengers or more on an advanced reservation basis. Reservations must be made at least 10 business days in advance. Reservations are subject to space available. Primarily after school and the senior nutrition programs use the service. In FY25, Claremont Group Service averaged about 500 trips and 4,700 passengers annually.

Vehicle Fleet

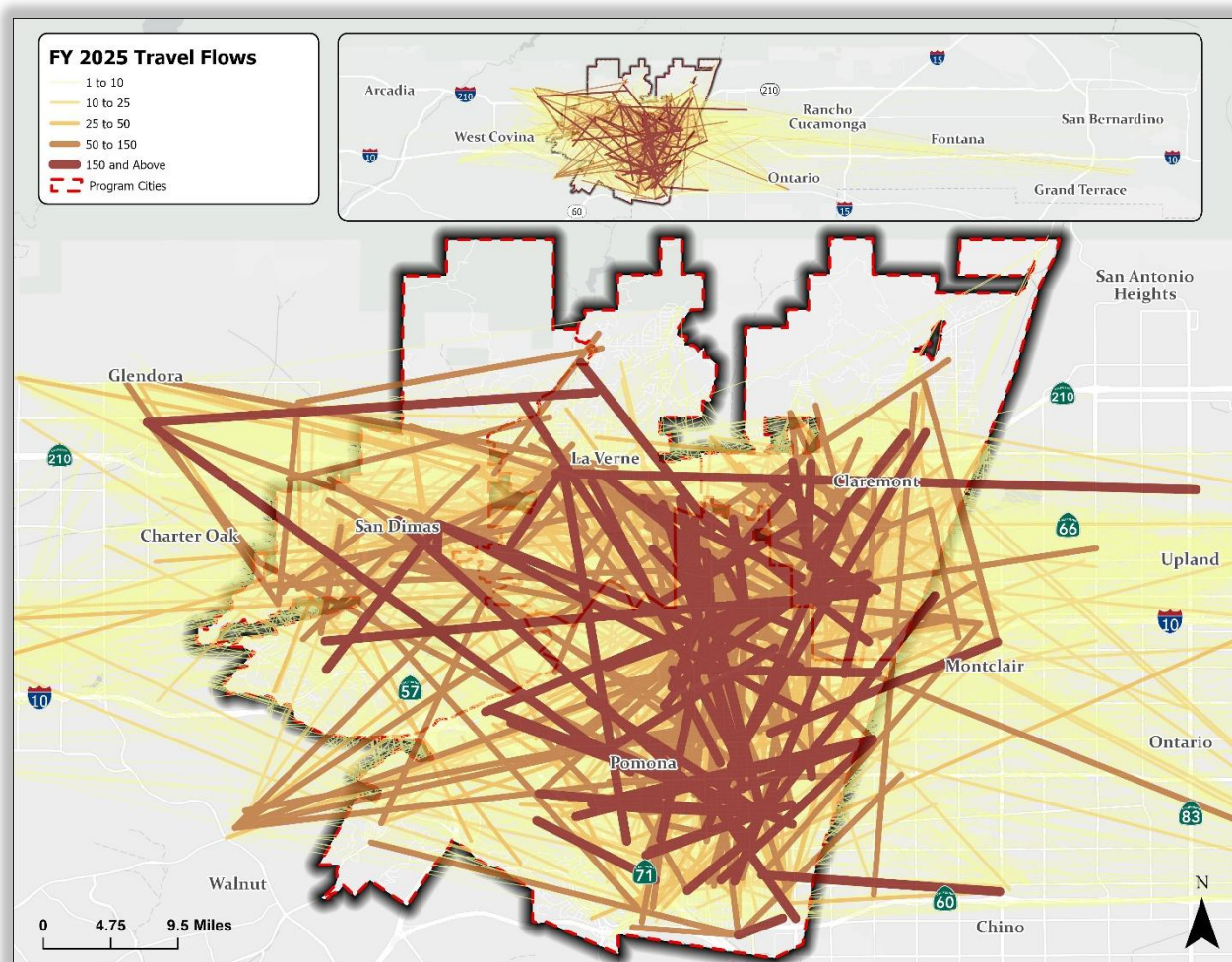
There is a total of 33 vehicles from PVRTA and the City of Claremont (*note: PVRTA has started to reduce their fleet size through disposition of aging vehicles*). The fleet is housed, insured, and maintained by PVRTA's primary contractor, Transdev. These vehicles are primarily used for the dedicated service but also support on-demand services as needed. PVRTA started to retire several vehicles and has plans to reduce its overall fleet size over the next 12 months. The anticipated combined PVRTA/Claremont fleet in FY27-28 will consist of 21 vehicles. The fleet plan includes a blend of cut-a-ways, mini-vans and Ford Transit-type vehicles. *Note - fleet decisions are still in the planning stages.*

Technologies

In August 2025, PVRTA changed its dispatch and scheduling technology from Ecolane to Spare. As part of this change, PVRTA created a rider facing mobile app – *Ride PVRTA*. This change in technology brought all services into a single unified platform. Prior to using Spare, PVRTA had two separate dispatch technologies – Ecolane for dedicated service and Uber for on-demand TNC supported service (non-dedicated). Spare's platform has an integration with Uber thus enabling PVRTA to operate a single technology stack for all services – dedicated and non-dedicated services.

Currently, PVRTA utilizes additional technologies provided by its contract transportation service provider – cameras, fleet management and maintenance platform, driver training and credential management, etc. The study will include ways PVRTA can modernize operations with more robust technologies and determine if it should acquire the technology or include it in its outsourced purchase transportation model.

2.0 Market Analysis



The Pomona Valley has a population of 252,880 and a service area of approximately 61 square miles.

2.1 PVTA Service Area

PVTA's current service delivery model combines a dedicated contractor, with supplemental partnerships through transportation network companies (TNCs) such as Uber. This hybrid approach allows PVTA to provide both traditional, wheelchair-accessible services and more flexible on-demand options. However, like many transit providers nationwide, PVTA is experiencing rising operating costs driven by increases in labor, fuel, maintenance, and facility expenses. At the same time, evolving customer expectations and advancements in mobility technology present new opportunities to improve service delivery. In response, PVTA is undertaking this Feasibility Study to evaluate the long-term sustainability and effectiveness of its current service model and to identify opportunities for innovation and improvement. A key component of this effort includes a focused assessment of the City of Claremont's Dial-a-Ride and Group Services, which operate alongside PVTA's members and require thoughtful integration to ensure cost efficiency and service consistency within the broader JPA framework.

This study will comprehensively assess existing operations, analyze performance and cost-effectiveness, and evaluate a range of alternative service delivery models. The analysis is divided into two separate sections meant to evaluate two main elements of PVTA's service model.

- Are city members spending less or more money with a cost sharing model versus independently contracting for Get About and Ready Now services?
- Based on historical ridership data and trends, what types of service models should PVTA consider changing to?

The consulting team conducted a series of analysis focused on understanding the existing PVTA market, socioeconomic conditions, and other factors to help determine baseline service needs. From this set of analysis, additional reviews of PVTA operations, ridership and operations will lead to service model recommendations which include brokerage approaches, expanded partnerships with TNCs and taxi providers, and potential in-house operational structures. Each alternative will be evaluated based on financial sustainability, operational feasibility, governance considerations, and the ability to meet federal requirements, including Title VI and Federal Transit Administration (FTA) guidelines. Through this process, the project team will develop data-driven, actionable recommendations that balance cost control with high-quality, customer-focused service.

The study will also identify opportunities to enhance mobility options, improve customer experience, particularly in areas such as trip reservations, fare payment, and real-time information, and strengthen regional coordination with partner cities and service providers. Ultimately, this Feasibility Study will provide PVTA with a clear roadmap for the future of its demand-response and on-demand services. By aligning operational efficiency with community needs, PVTA will be positioned to expand access to mobility, improve connectivity to key destinations, and reduce transportation barriers for seniors, individuals with disabilities, and the broader community.

2.2 Market Analysis

Pomona Valley Transportation Authority (PVRTA) and its consultant team conducted a comprehensive and ongoing analysis of historic Ecolane and current Spare data including ridership, origin-destination patterns, service productivity, operating costs, socioeconomic conditions, and transit propensity. This analysis is intended to establish baseline performance metrics, identify service area needs, and evaluate potential transit and mobility gaps across the system to provide the foundation to support potential system wide recommendations, or more focused recommendations for each member city to better support their communities' needs and vision for transit services.

2.2.1 Operating Environment

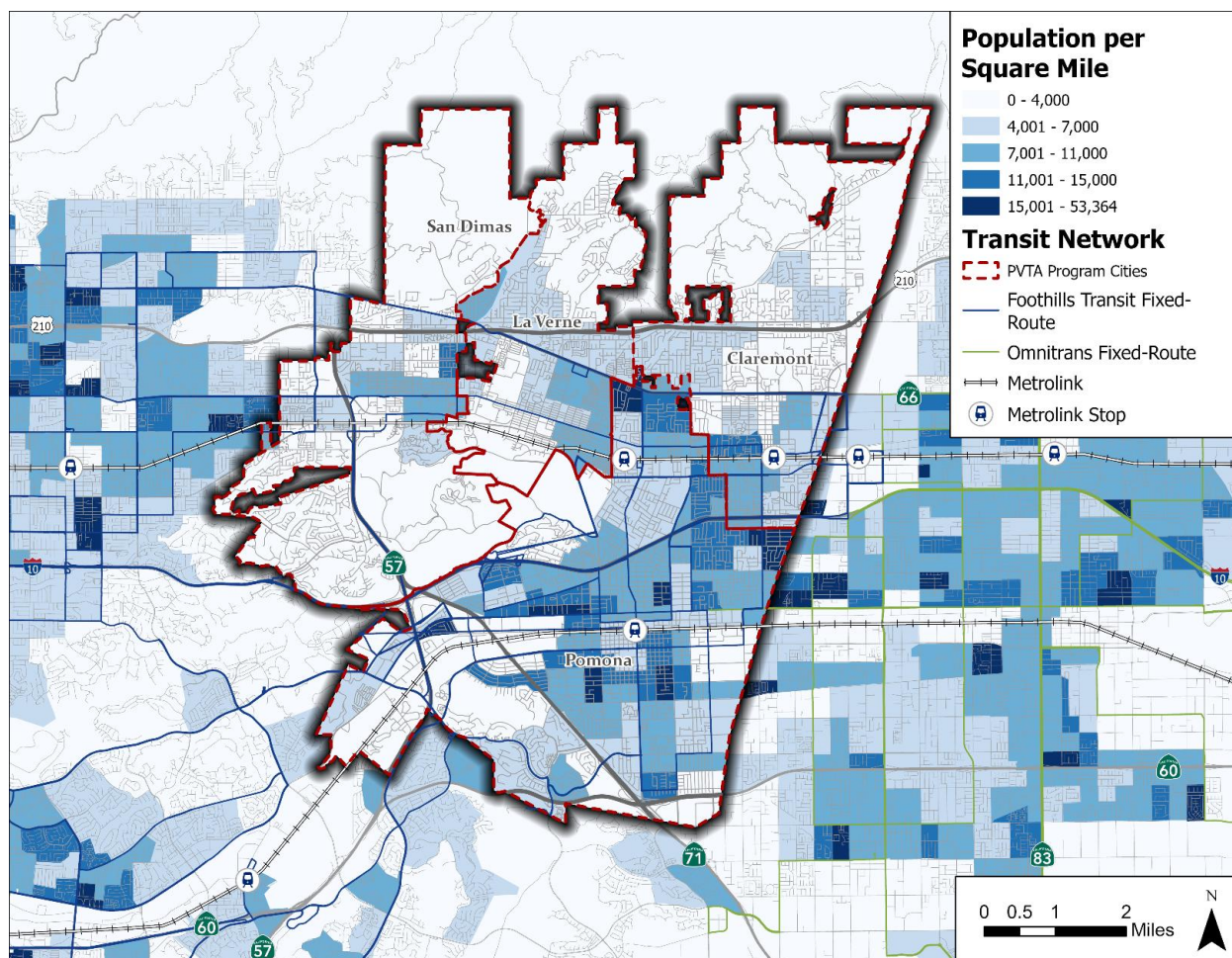
To assess mobility needs within the PVRTA's service area, it is important to understand the demographic and socioeconomic characteristics of residents. This analysis relies on U.S. Census Bureau American Community Survey (ACS) five-year estimates (2019–2023), which provide a consistent and cost-effective source of population data.

Certain population characteristics, particularly age, income, and access to a private vehicle, are strongly associated with transit use and are used to evaluate transit dependency and identify potential service needs and gaps.

2.2.2 Population Density

Population density helps inform the appropriate type of transit service, with higher-density areas better suited to fixed-route service and lower-density areas more effectively served by on-demand options. Within the PVRTA service area, higher population densities are concentrated in several areas of Pomona, particularly in neighborhoods with multifamily housing and tightly developed residential patterns (see Map 1).

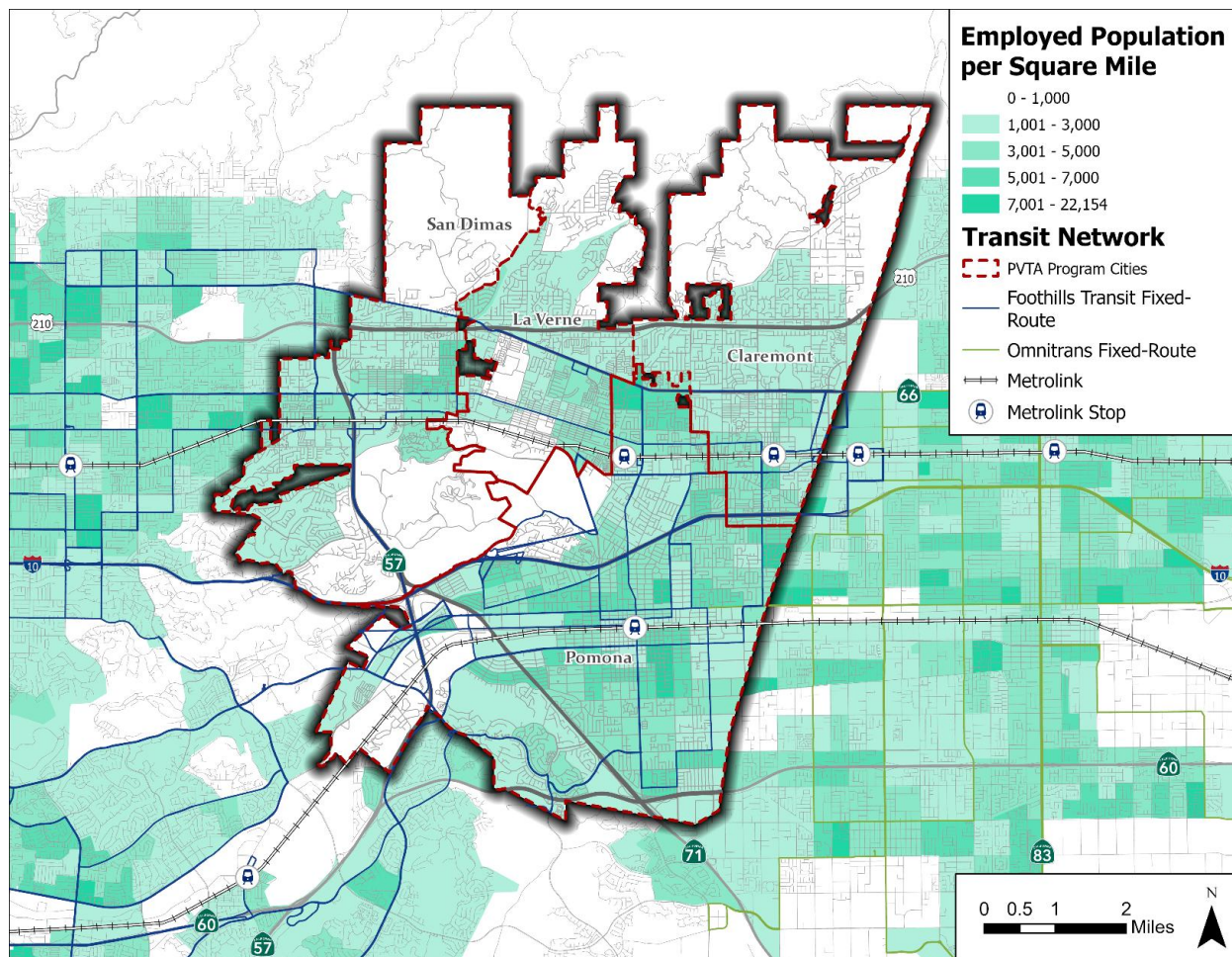
MAP 1: POPULATION PER SQUARE MILE



2.3 Employment Density

Employed population density is highest in Downtown Pomona and areas along the rail corridors in Claremont and Pomona, while lower densities are found in the northern portions of San Dimas, La Verne, and Claremont. These lower-density areas may be better served by on-demand services rather than fixed-route transit (see Map 2).

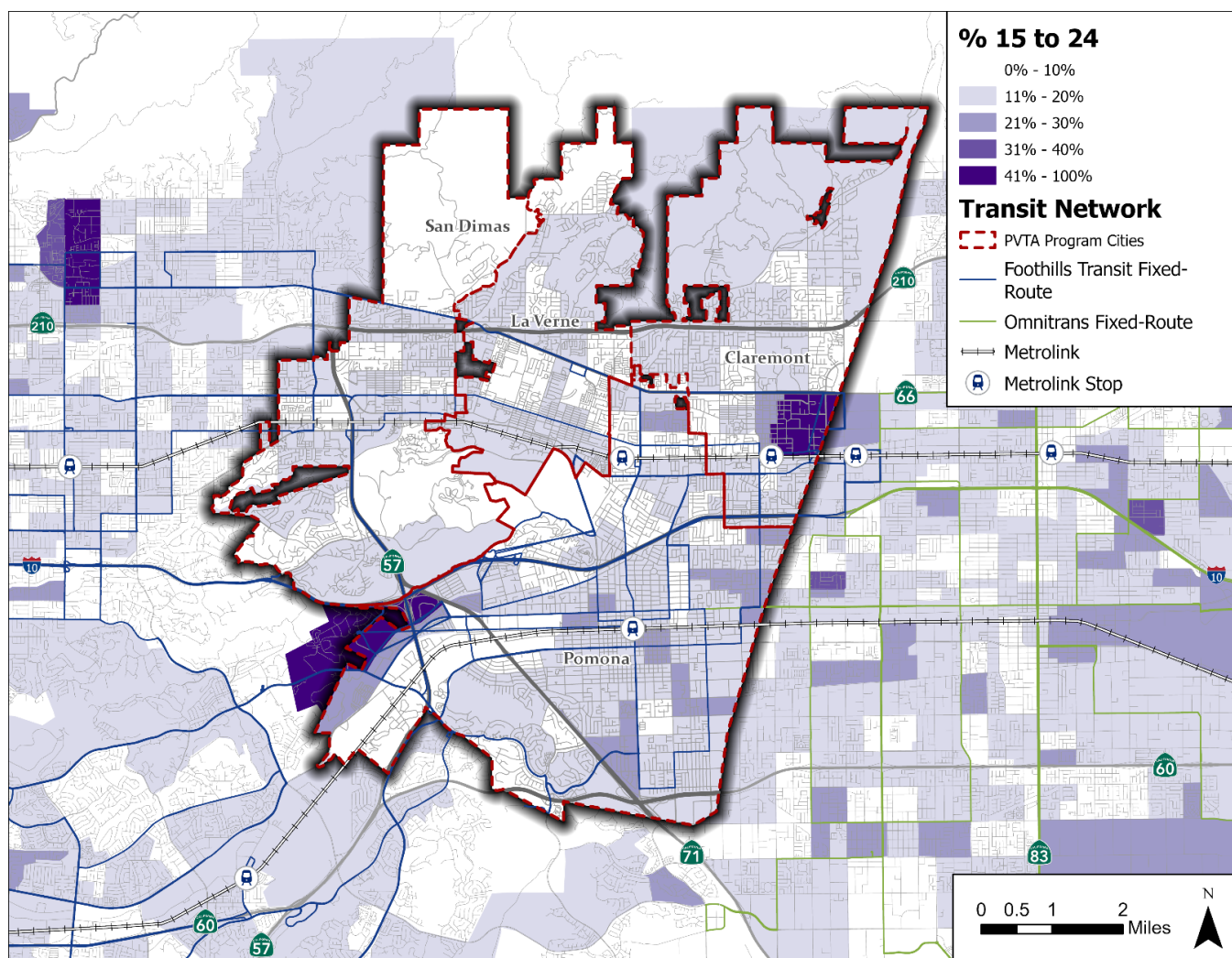
MAP 2: EMPLOYED POPULATION PER SQUARE MILE



2.4 Age Groups

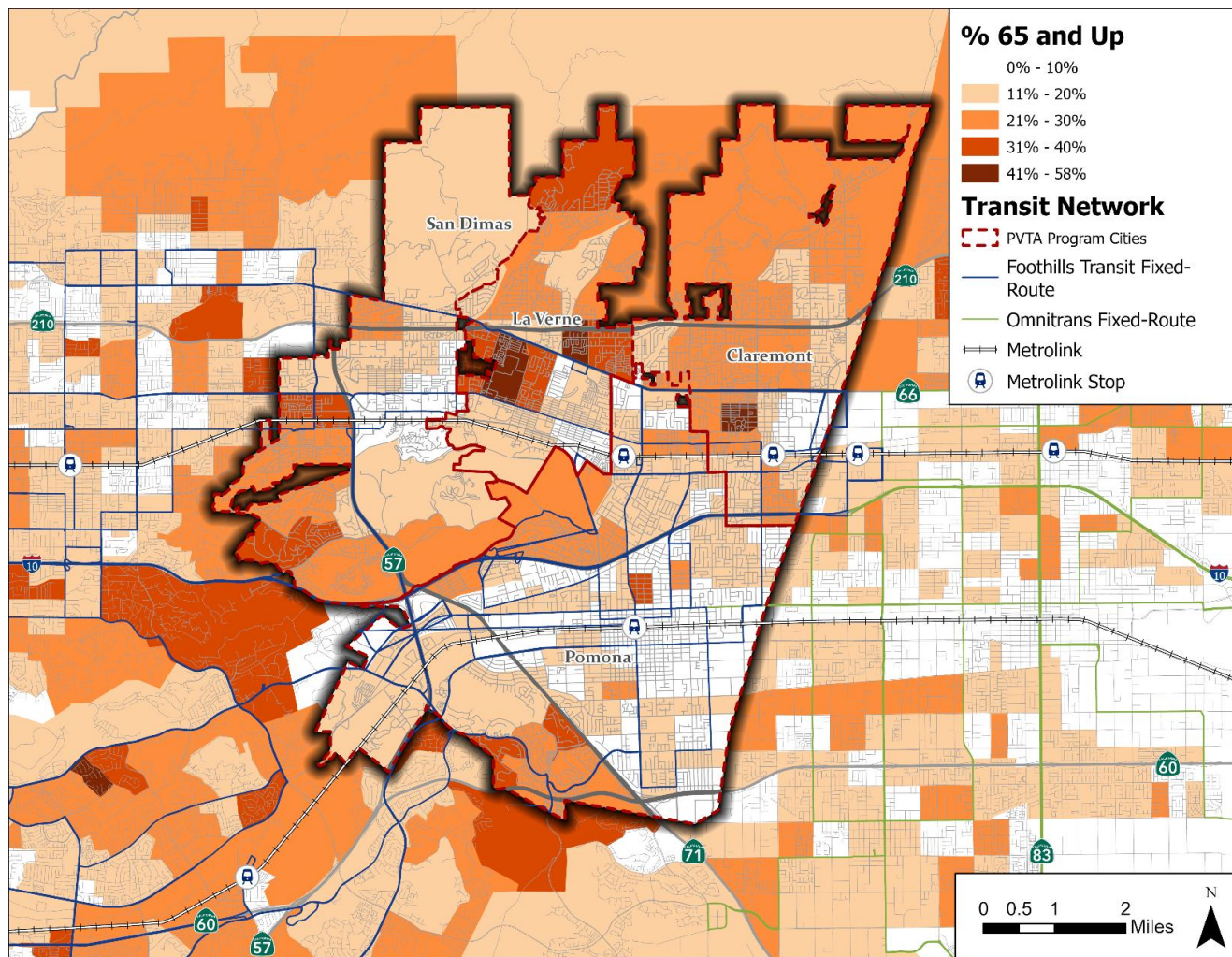
Transit riders are more likely to be younger adults (ages 15–24) and older adults (ages 65 and older). Higher concentrations of residents ages 15–24 are located near Claremont McKenna College and Cal Poly Pomona, as well as in Downtown Pomona and the area around Rio Rancho Road and South Garey Avenue (see Map 3).

MAP 3: PERCENT OF RESIDENTS 15 TO 24



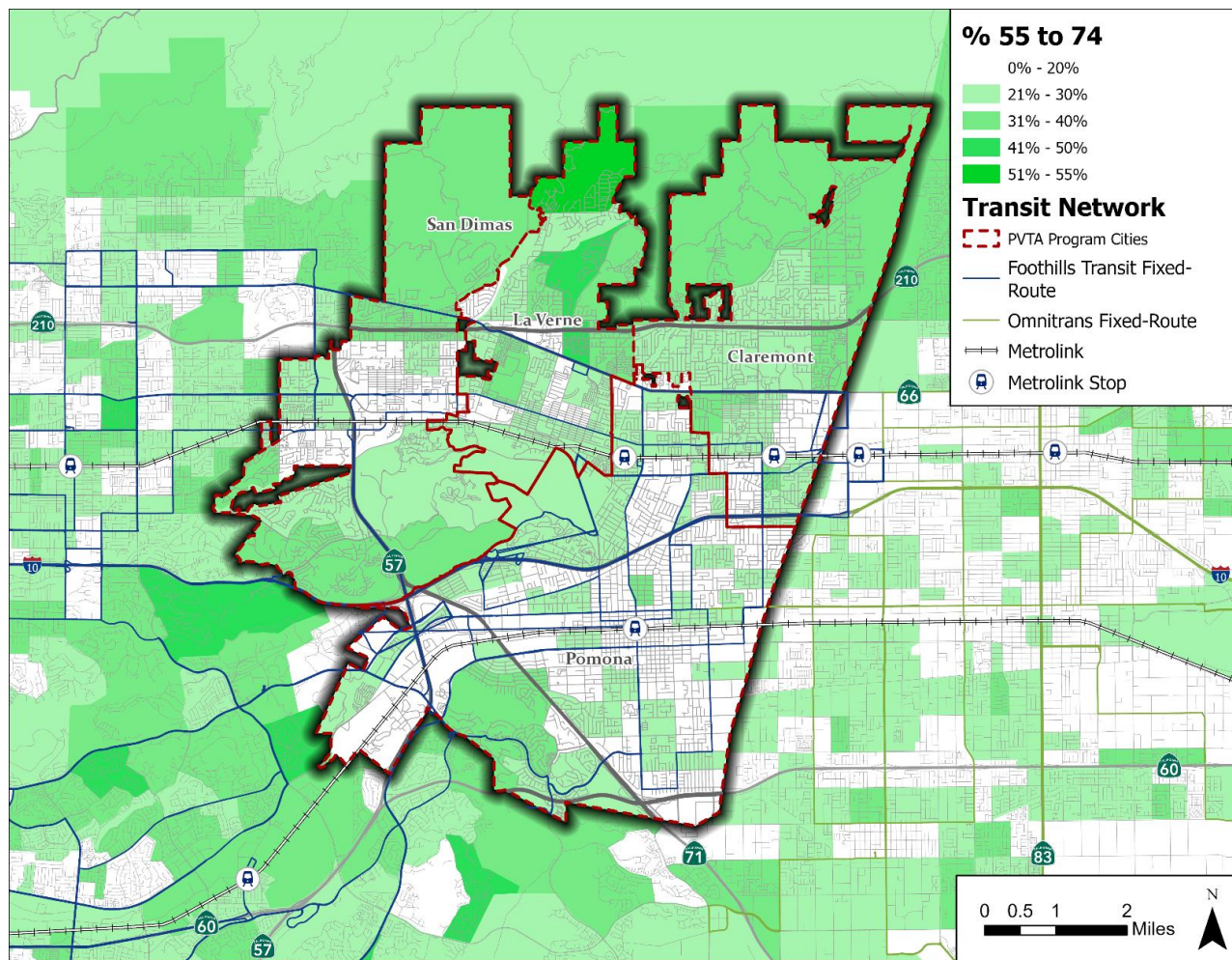
Residents ages 65 and older are concentrated in Downtown Claremont near Pilgrim Place, in parts of La Verne near The Fountains Senior Living Community, and in areas between CA Highway 210 and CA Highway 66, as shown in Map 4. Adults ages 55–74 make up a majority of residents in portions of La Verne, particularly near the dam and north of Golden Hills Road (see Map 5).

MAP 4: PERCENT OF RESIDENTS 65 AND UP



Adults ages 55–74 make up a majority of residents in portions of La Verne, particularly near the dam and north of Golden Hills Road (see Map 5).

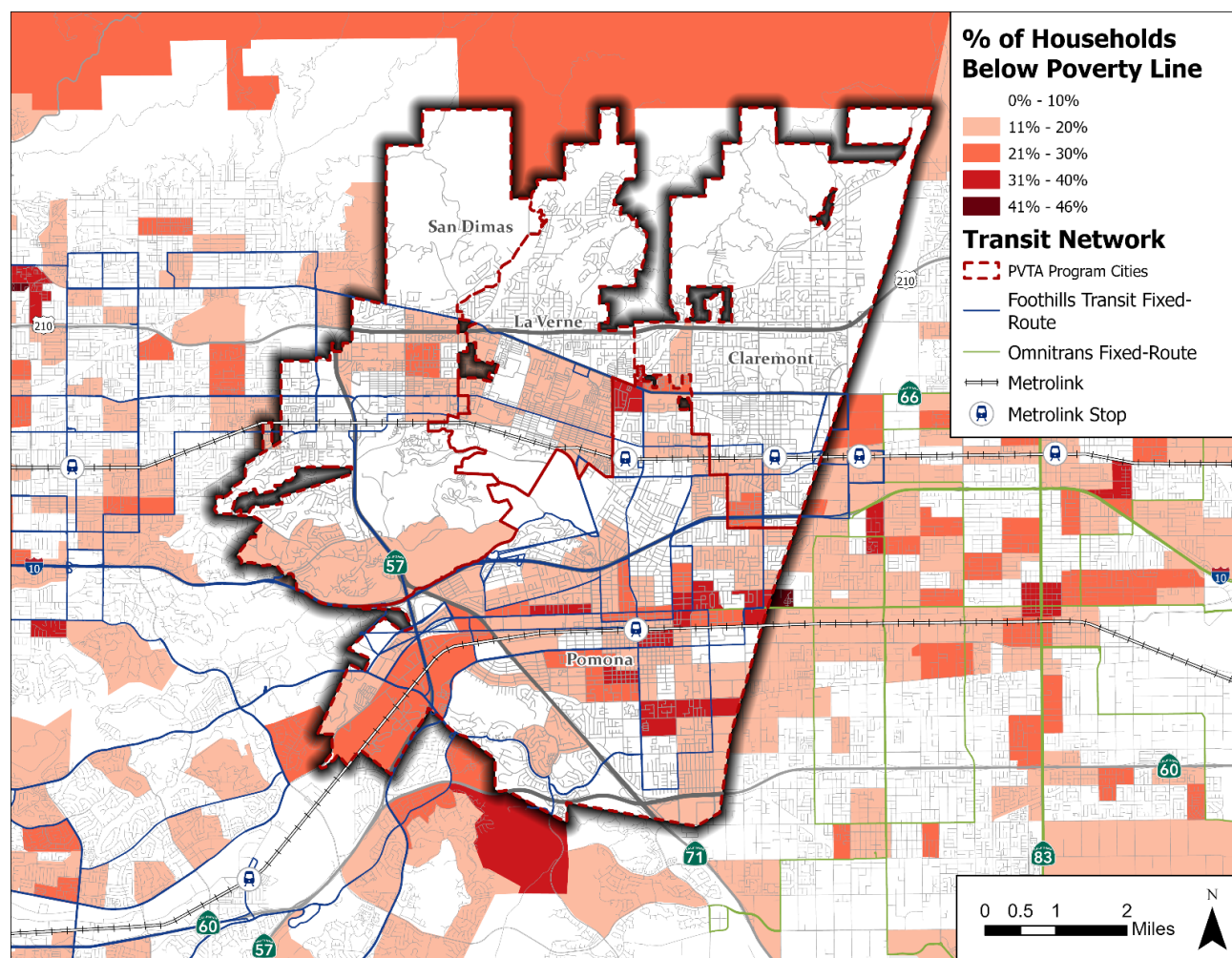
MAP 5: PERCENT OF RESIDENTS 55 TO 74



2.5 Households in Poverty

Households living below the poverty line often face greater transportation challenges and are more likely to rely on public transit. Higher concentrations of these households are found in Downtown Pomona south of the train station, near industrial areas along the rail corridor and South Reservoir Street, and in neighborhoods south of CA Highway 66 and north of West Grove Street between Florinda Street and North Garey Avenue (see Map 6).

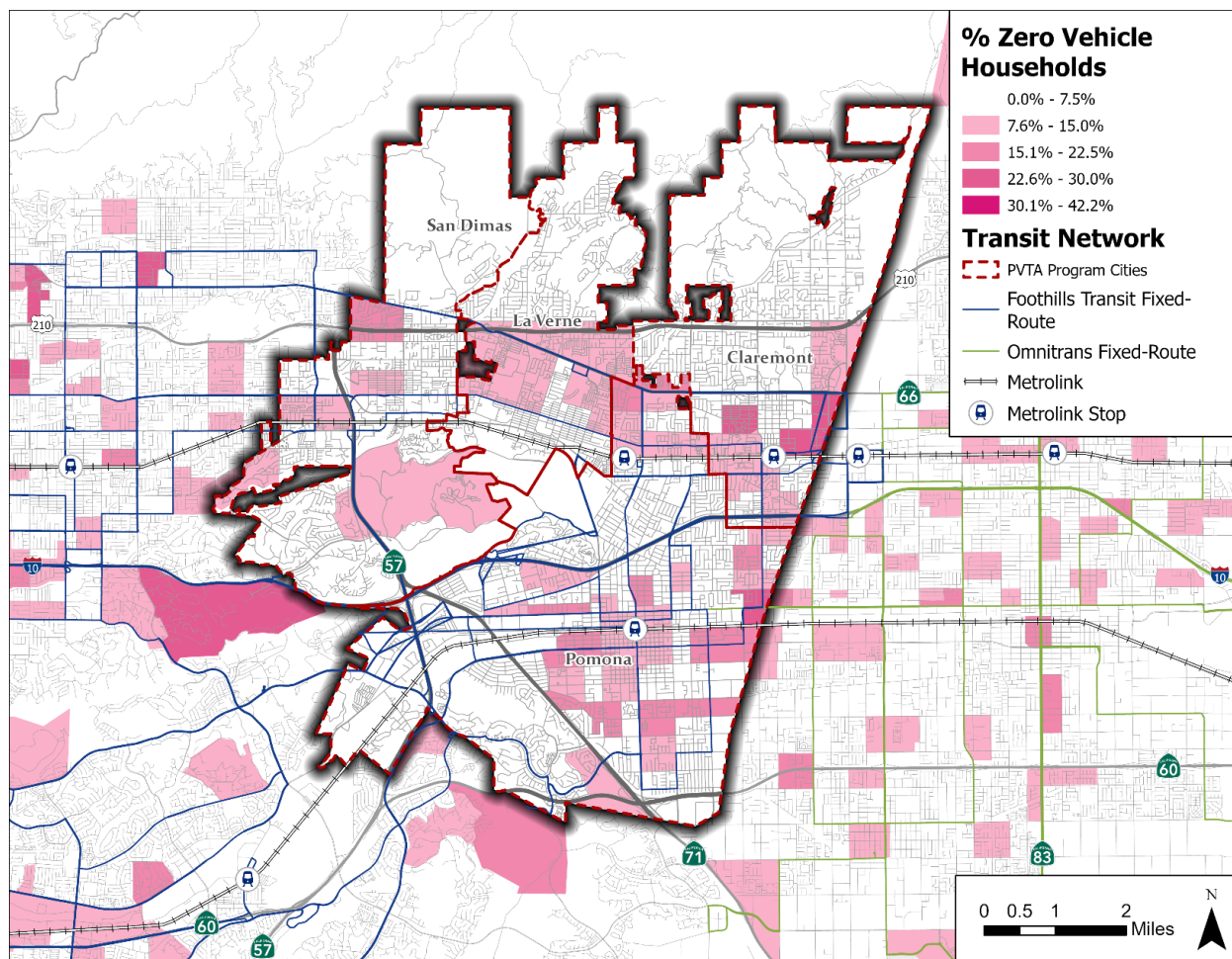
MAP 6: PERCENT OF HOUSEHOLDS BELOW THE POVERTY LINE



2.6 Zero Vehicle Households

Residents without access to a personal vehicle are more likely to rely on public transit for daily travel and access to employment. Higher concentrations of households with zero vehicles are located in the Claremont Colleges area south of CA Highway 66 and east of Monte Vista Avenue, as well as in eastern Pomona north of East 1st Street extending to East Kingsley Avenue. A full map of households without vehicle access is shown in Map 7.

MAP 7: PERCENT OF HOUSEHOLDS WITH ZERO VEHICLES



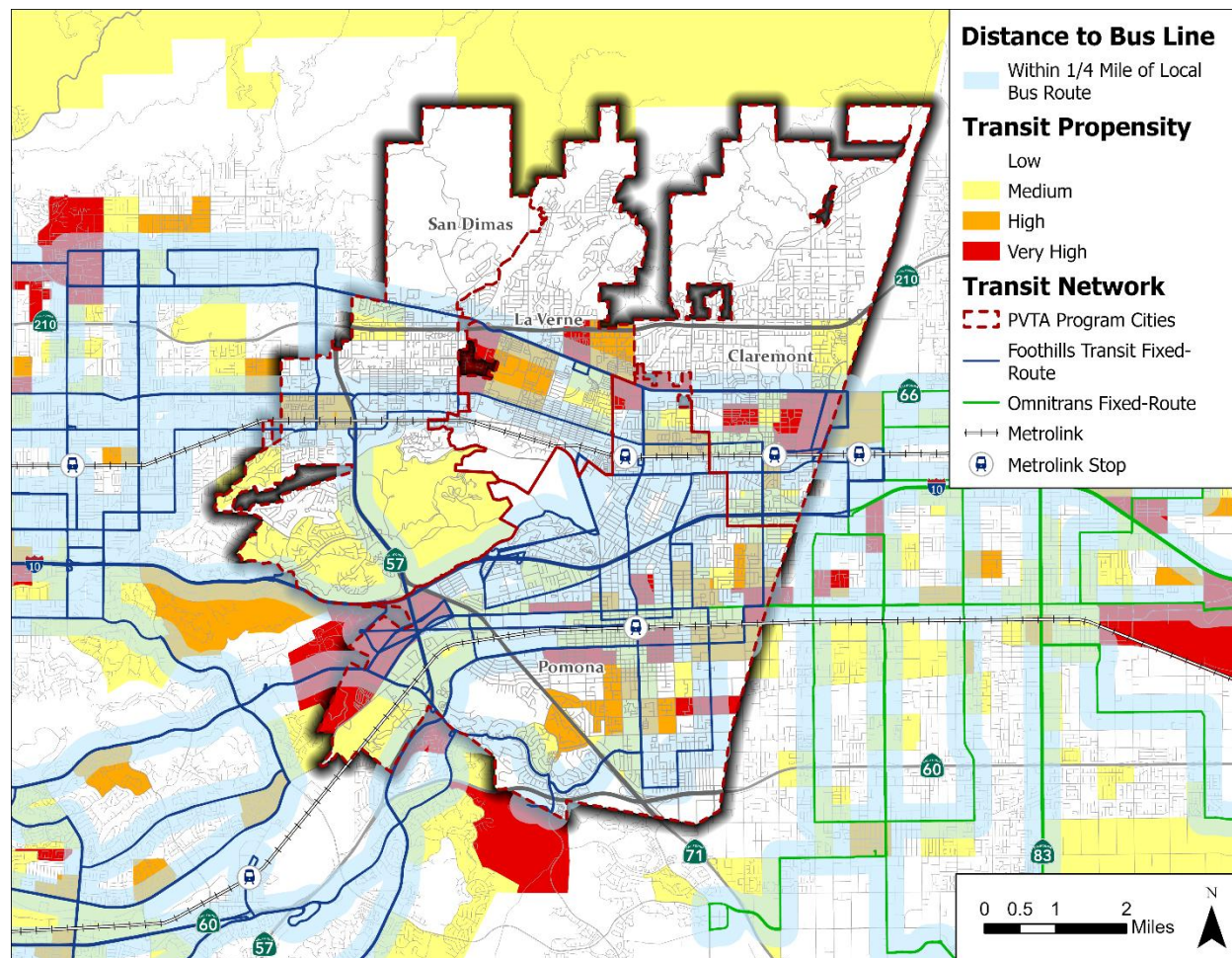
2.7 Transit Propensity

Age, income, and vehicle access were combined to score each block group by relative transit propensity, categorized from low to very high. This analysis also includes a transit gap assessment that evaluates areas within ¼-, ½-, and ¾-mile walksheds of existing fixed-route alignments to identify underserved locations.

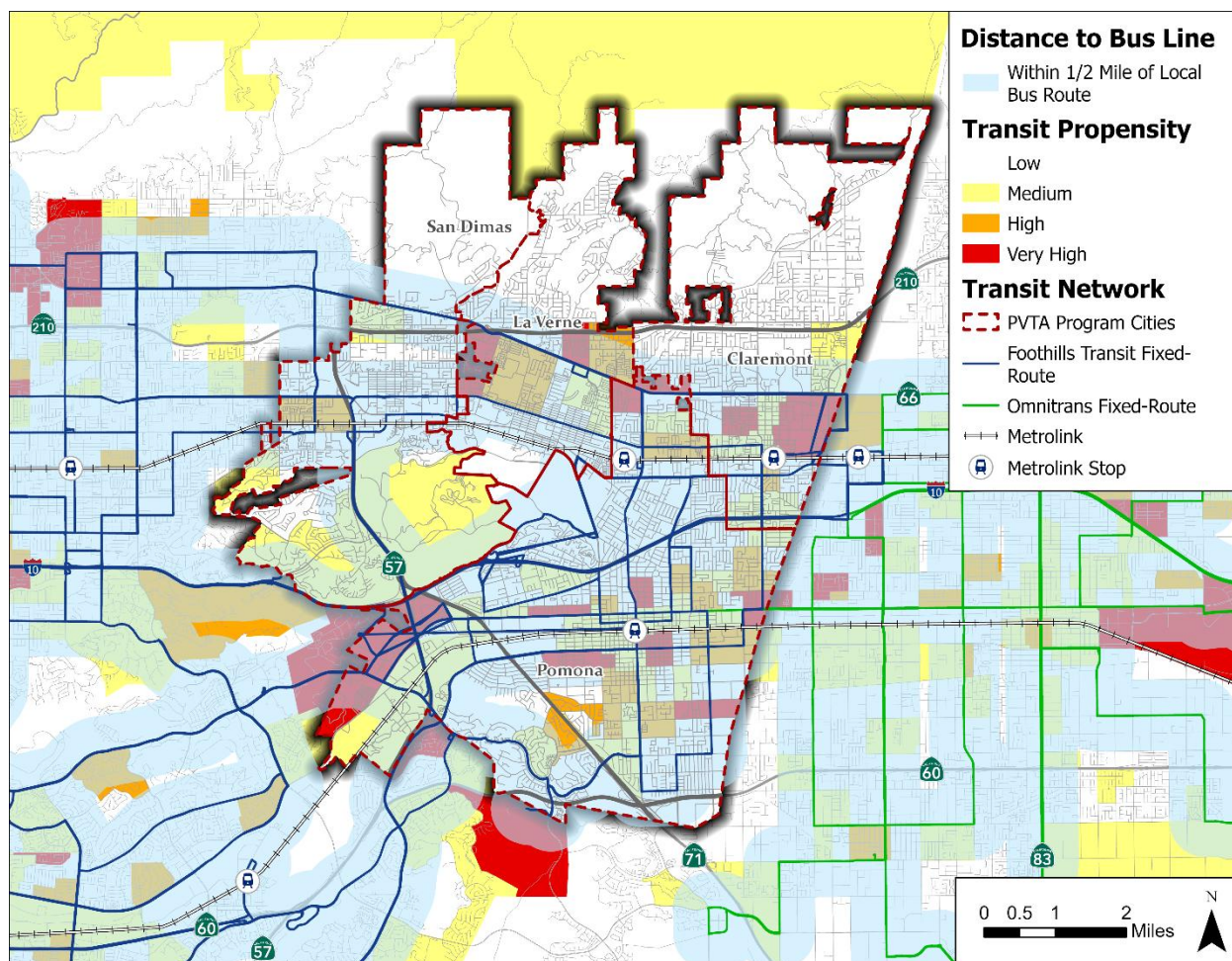
Walk access has a direct and positive impact on ridership, as proximity to transit is one of the strongest predictors of whether a person will use the service. The closer a rider is to a transit stop, the greater the likelihood they will access and use it, while the probability of ridership decreases significantly as walking distance increases

Maps 8–10 illustrate these results, showing higher transit propensity in Downtown Pomona, Pomona’s industrial areas, the Claremont Colleges area, and along CA Highway 66 in La Verne, while highlighting notable service gaps in the northern portions of San Dimas, La Verne, and Claremont where alternatives to fixed-route service, such as curb-to-curb on-demand transit, may be more appropriate.

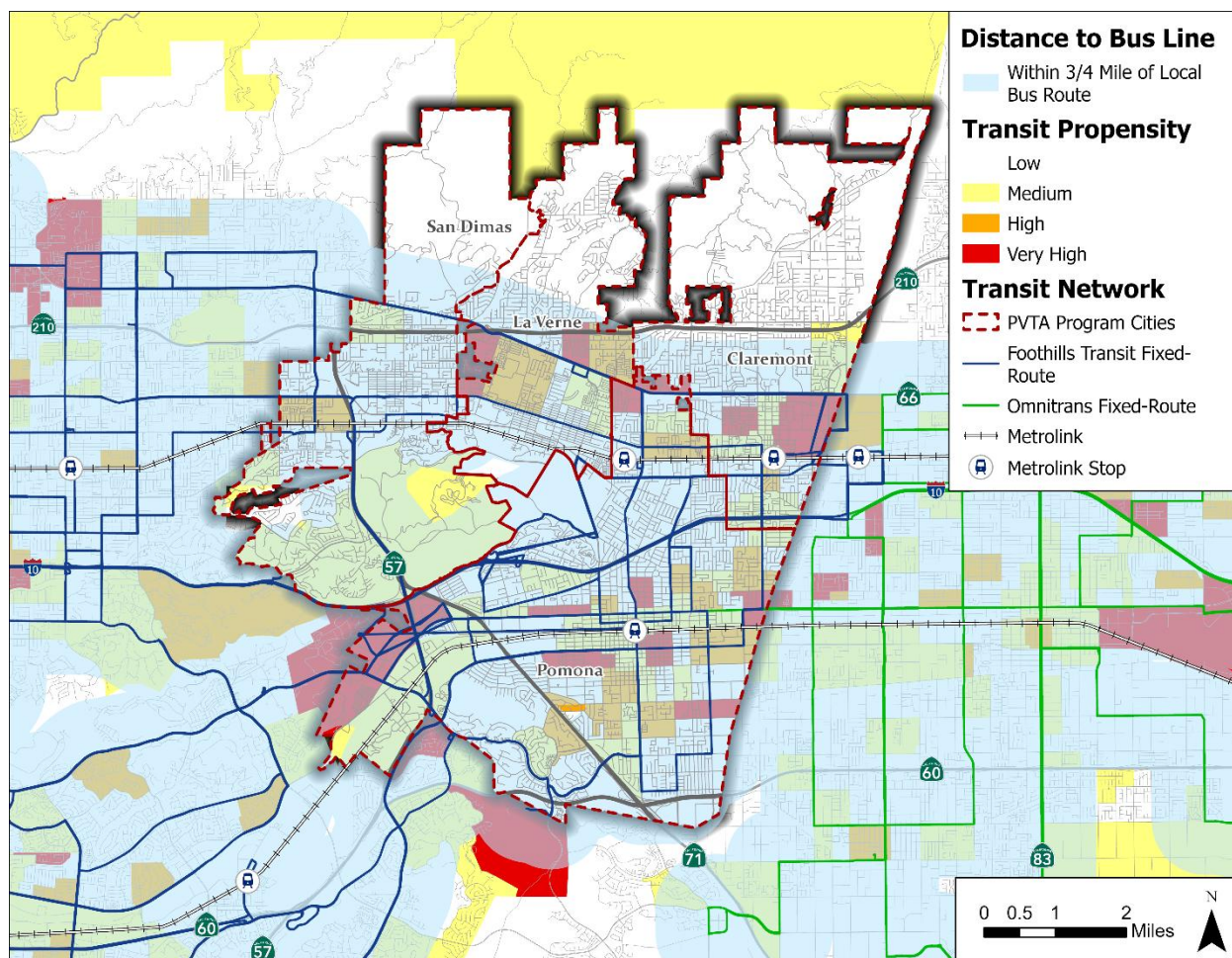
MAP 8: TRANSIT PROPENSITY WITHIN 1/4 MILE OF A BUS LINE



MAP 9: TRANSIT PROPENSITY WITHIN 1/2 MILE OF A BUS LINE



MAP 10: TRANSIT PROPENSITY WITHIN 3/4 MILE OF A BUS LINE



The 3/4-mile buffer is a commonly used benchmark for evaluating walk access to transit and is also the threshold established under the Americans with Disabilities Act for transit agencies to provide complementary paratransit service for eligible persons with disabilities.

2.8 Operational Characteristics

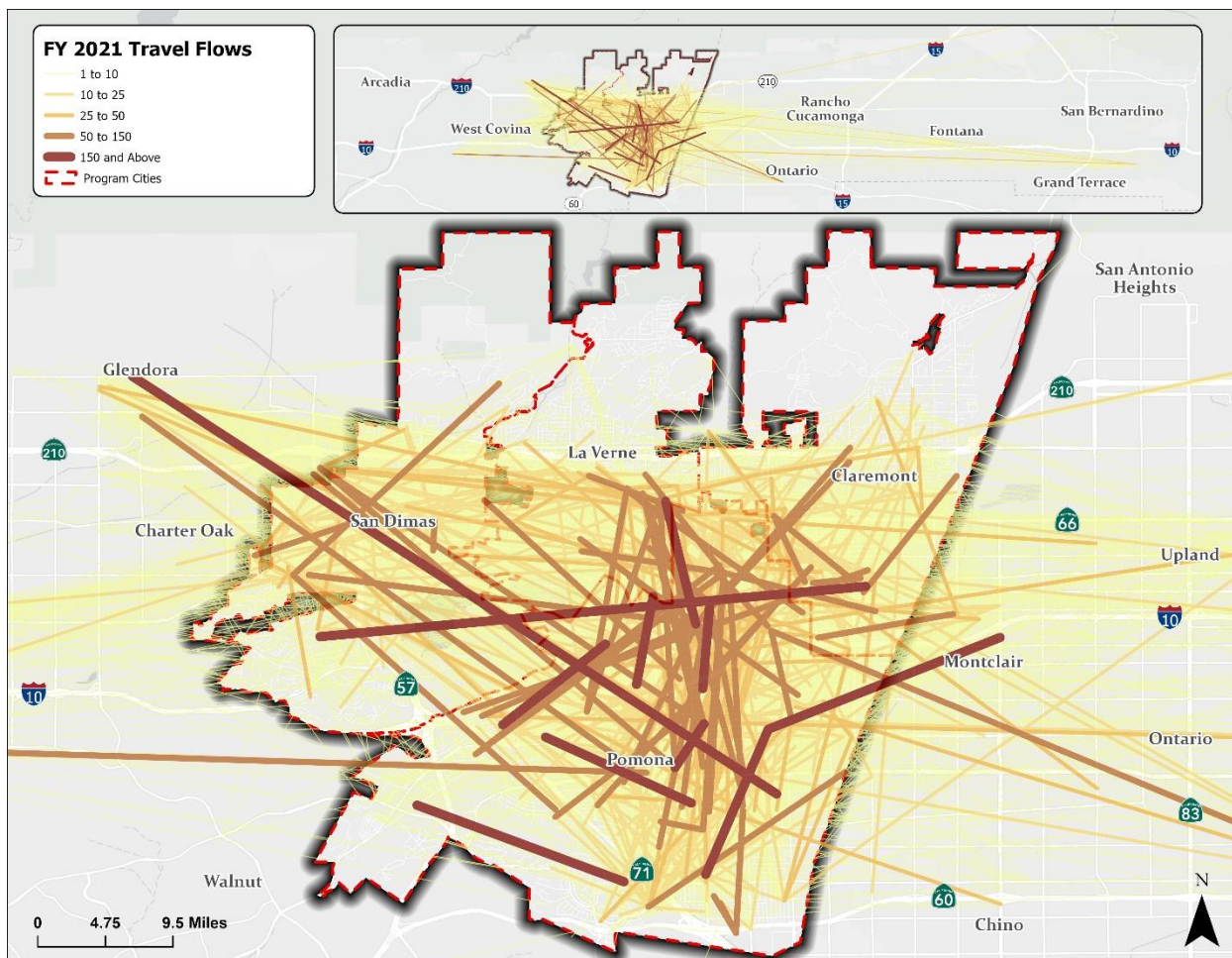
This section highlights preliminary operational characteristics of PVTA, origin-destination trip pairs, ridership trends, productivity measures, and other key performance indicators. These findings provide an initial snapshot of current system performance and help inform early observations and next steps in the analysis.

2.8.1 Historic Travel Flows

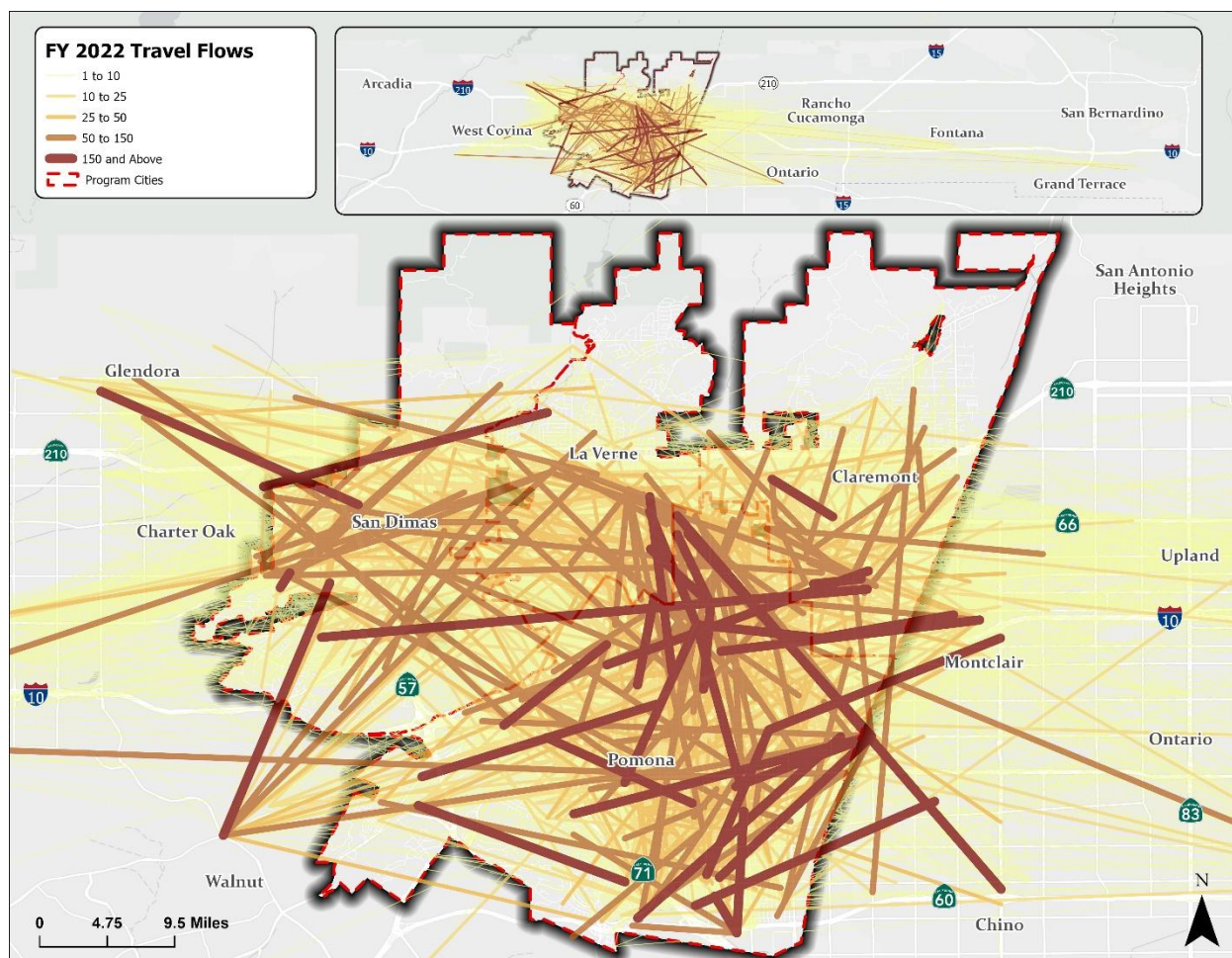
To complete the operational analysis and provide PVTA with service model recommendations, it's required to review demand and ridership for all services. This historical travel flow combines ridership from all services so the analysis can assess rider demand, ridership trends, and operational costs. The historical data combines and aggregates data received from Ecolane, Uber and Spare.

This origin–destination analysis shows weekly travel flows for all completed PVTA trips by financial year starting in 2021 through 2025. Data for this analysis originates from Ecolane, Spare, and Uber datasets. FY 2026 was incomplete at the time of the analysis (see Maps 11 through 15 below), highlighting where trips most frequently begin and end across the service area. The strongest and most concentrated trip pairs occur within and between key activity hubs, indicating consistent demand for short, localized trips. More dispersed and lighter flows reflect lower-frequency and cross-boundary travel. Overall, the patterns illustrate PVTA's primary role in supporting local and regional mobility while identifying inter-community connections that can help guide future service and operational refinements. It is important to note that from FY 2021 through 2025, based on the annual ridership from EcoLane, Uber, and Spare data, the services grew 183%, from 47.5k to 134.7k.

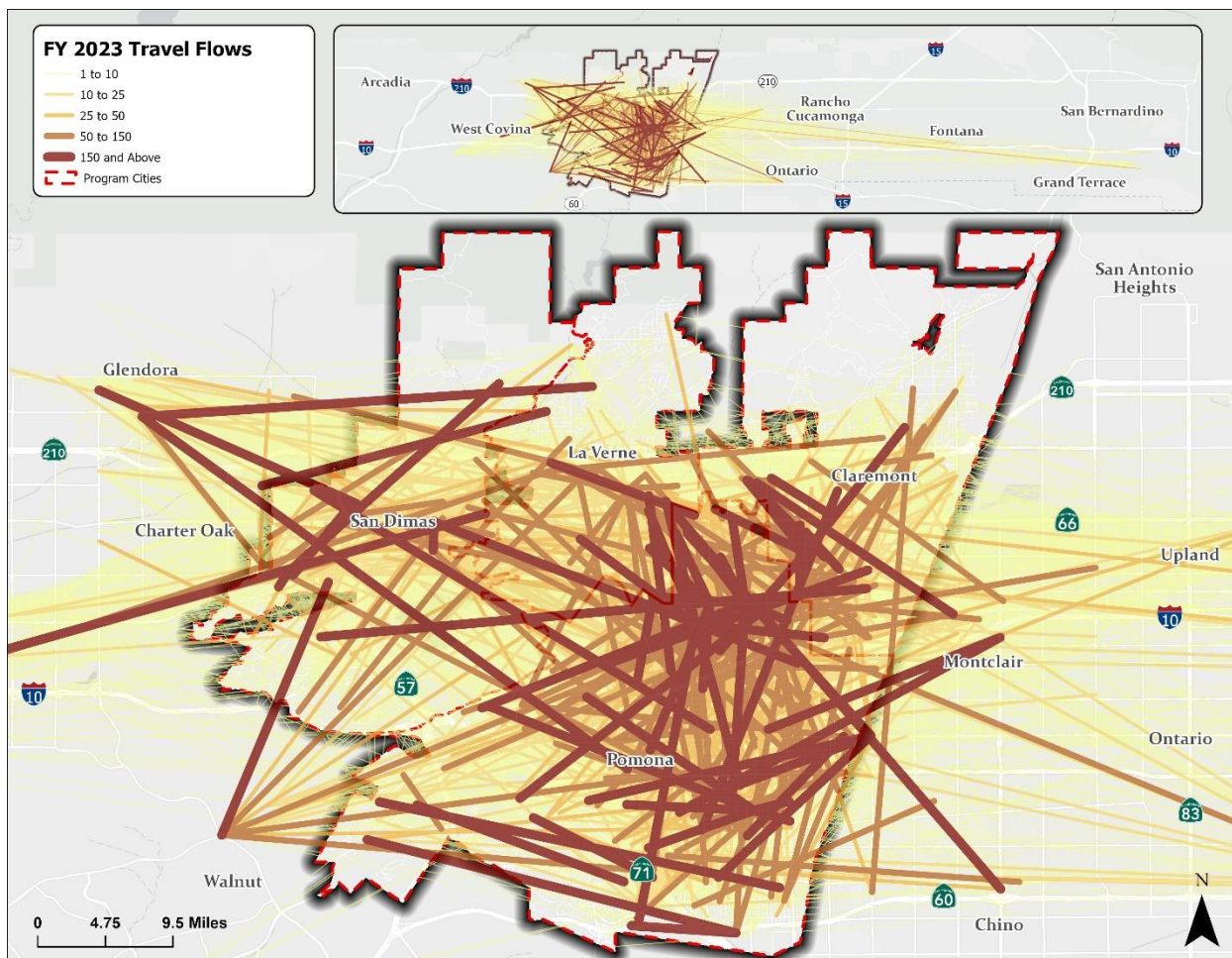
MAP 11: PVTA FY 2021 TRAVEL FLOWS – ALL SERVICES



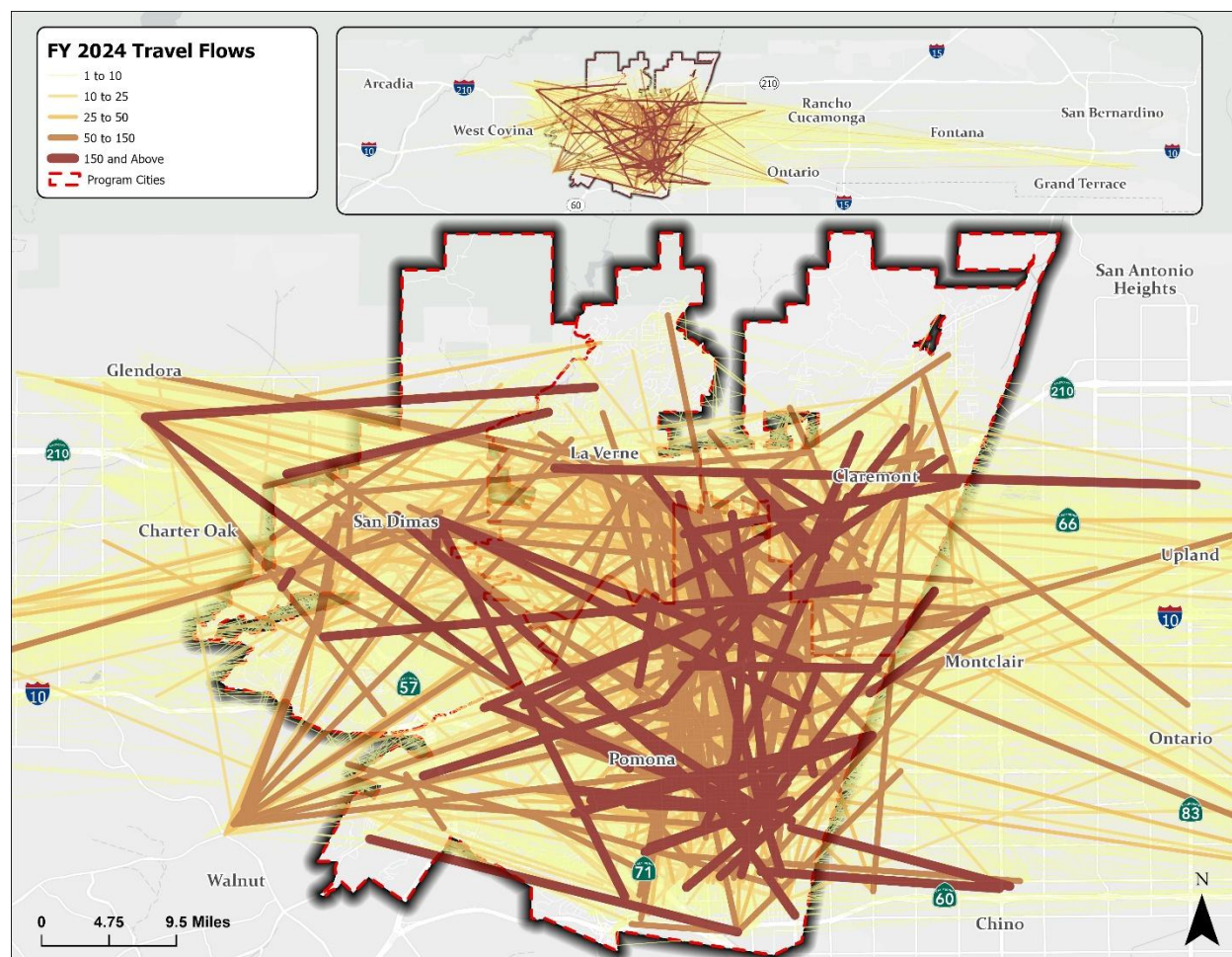
MAP 12: PVTA FY 2022 TRAVEL FLOWS – ALL SERVICES



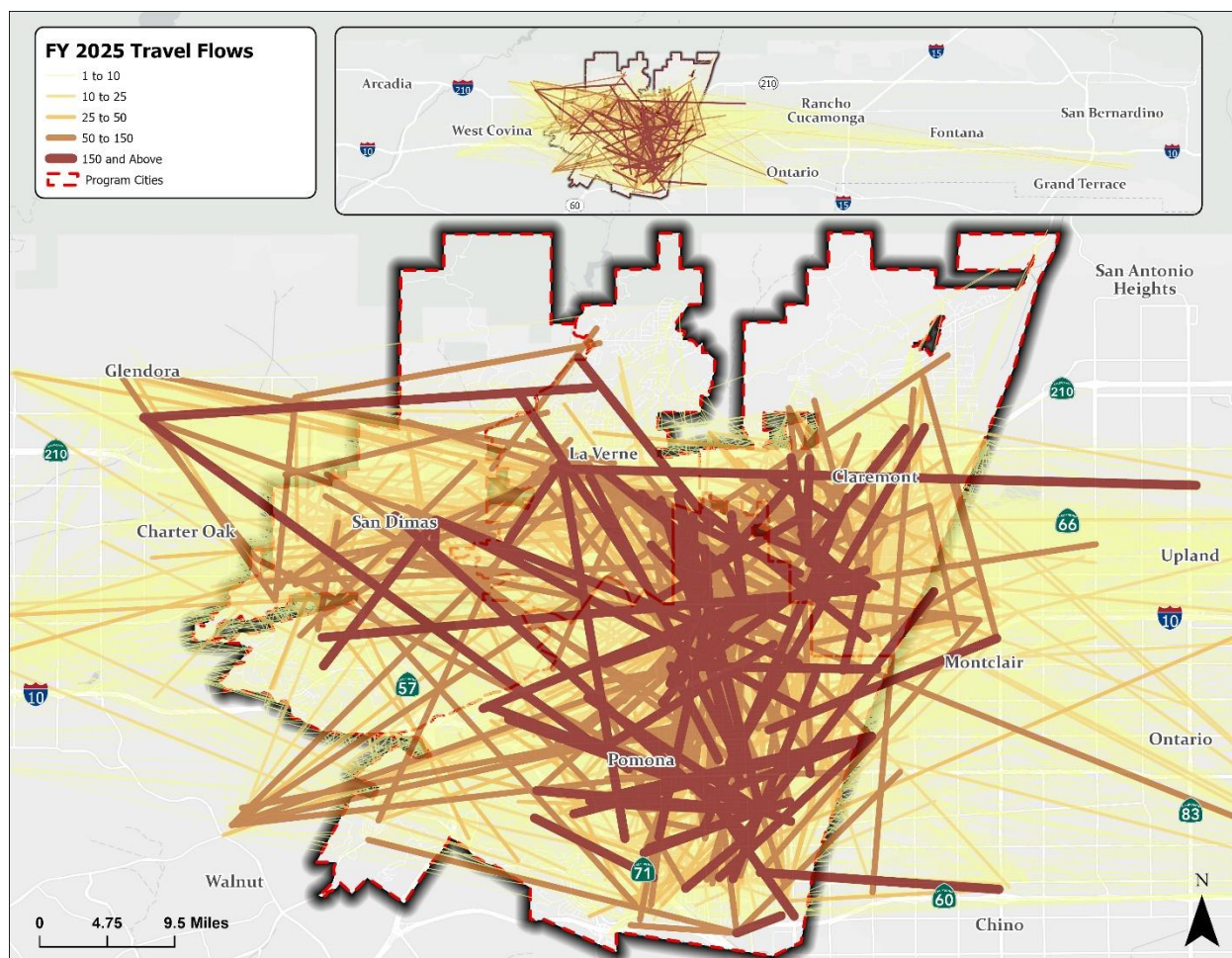
MAP 13: PVTA FY 2023 TRAVEL FLOWS – ALL SERVICES



MAP 14: PVTA FY 2024 TRAVEL FLOWS – ALL SERVICES



MAP 15: PVTA FY 2025 TRAVEL FLOWS – ALL SERVICES



The diverse travel flows illustrate the need for riders in PVTA's service area to cross city boundaries.

2.9 Member Cities Travel Flow Analysis

Expanding on the previous historic travel flow analysis presented above, the consulting team examined the isolated travel flows for each member city utilizing the travel flow patterns derived from FY 2025 trip data to better understand how the PVRTA service is being utilized across the PVRTA service area and among the participating cities. Through analyzing both intra-city trips, those originating and ending within the same city, and inter-city trips, those crossing municipal boundaries for all services, this analysis provides insight into the localized demand within individual member cities as well as the broader connectivity between them. Understanding these patterns is essential for evaluating the effectiveness of current service coverage, identifying areas of strong or emerging demand, and informing future service planning decisions. The Market Analysis Report in Appendix A provides individual city travel flows. These travel flows allowed for existing service analysis and service performance.

2.9.1 Existing Service Analysis

The following section provides an overview of PVRTA's existing service performance, examining key operational and ridership metrics for all services across the member cities. This analysis covers trip volumes and growth trends, ridership distribution by resident billing city, trip status outcomes, mobility requirements, funding source composition, among other factors. Together, these metrics offer a comprehensive picture of how all PVRTA services are being utilized, where demand is concentrated, and how operational performance has evolved over time. The findings presented in this section establish a baseline for evaluating current service effectiveness and inform recommendations for future service planning and resource allocation.

2.9.2 Productivity and Ridership

This table summarizes total shifts, trips, and revenue hours by month for 2024 and eight months of 2025 from the historic Ecolane dataset analyzed for all PVRTA services at the start of the project. The most productive month of the dataset was March 2024 at 2.44 trips per revenue hour. The greatest number of trips was captured October 2025, and the least number of trips was captured August 2025.

Productivity is useful to evaluate as it relates to the number of passengers served compared to the number of revenue hours of service operated. It is a measure of both efficiency and effectiveness. Since demand-based service levels can be adjusted more easily than fixed route services, looking at passengers served relative to the revenue hours of service provided helps identify whether service is appropriately sized. PVRTA's service model and depth of programs provide complexity in the analysis but by combining data for all services, it provides greater opportunity in identifying efficiency based on service demand. This approach avoids relying on ridership alone and helps guide practical decisions about where and when service should be adjusted to optimize the balance between service demand and service supplied.

While productivity levels in the 2024–2025 dataset reflect current operating conditions, they indicate potential for improvement through service optimization. The transition from Ecolane to the Spare

platform introduces new capabilities for dynamic scheduling and ride-matching, which are expected to increase shared trips and improve overall productivity as the system matures. Additionally, with the introduction of the Ride PVTA mobile app, self-service booking can lower operating costs and provide riders with more streamlined view of all PVTA services.

2.9.3 Annual Trips by Program Type

Table 6 below summarizes trips by program types across FY 2021 through FY 2026. Over this period, a total of 566,050 trips were recorded, with annual volumes growing from 47,530 in FY 2021 to 134,680 in FY 2025. FY 2026 reflects a partial reporting year with 51,860 trips recorded to date (three months) and based on the rate of trip-making to date can be expected to exceed 205,000 annual trips. This assumes no cost containment strategies initiated from a member city is implemented.

Get About accounts for the largest share of trips across all fiscal years, representing approximately 68 percent of the program total. This is followed by San Dimas, Claremont S/D, PVTA Ambulatory Rides, and One Step, which each account for between 4 and 6 percent of total trips. The remaining programs collectively represent a smaller share of overall trip volume.

Several programs experienced notable changes over the period. Claremont DAR trips increased significantly beginning in FY 2025, rising from roughly 2,200 in FY 2024 to over 16,100 in FY 2025, while Claremont S/D saw a corresponding decline during the same period, potentially indicating a reclassification or shift in how trips are being categorized. Pomona Group trips also saw a sharp increase in FY 2024 before tapering off. These trends warrant further review to determine whether they reflect changes in funding structures, service delivery, or reporting methodology.

TABLE 1: TRIPS BY FUNDING SOURCE

FUNDING SOURCE	2021	2022	2023	2024	2025	2026
ARTSTART	0	4	14	0	0	0
CLAREMONT AH	12	19	19	433	99	9
CLAREMONT DAR	320	759	1,040	2,259	16,165	15,581
CLAREMONT GROUP	245	440	343	543	565	304
CLAREMONT S/D	2,112	6,268	5,455	6,111	5,595	819
COOLING CENTER	2	0	0	0	0	0
DIGNITY ADHC	0	2,314	2,483	1,304	1,700	11
GET ABOUT	36,510	61,488	82,689	91,978	85,955	25,784
ONE STEP	2,503	5,079	5,392	7,390	6,394	0
POMONA GROUP	29	157	107	8,210	2,391	152
PVTA AMBULATORY RIDES	2,954	6,475	4,495	4,789	8,402	3,469
READY NOW	18	186	889	1,566	997	1,464
REGIONAL CENTER	105	39	0	0	0	0
RIO RANCHO	265	399	907	777	412	10
SAN DIMAS	2,455	7,257	5,100	6,803	6,005	4,257
GRAND TOTAL	47,530	90,884	108,933	132,163	134,680	51,860

2.9.4 Trip Status

Understanding trip status outcomes provides critical context for evaluating service efficiency, customer behavior, and operational performance. These metrics help identify where improvements in trip confirmation, rider communication, and scheduling flexibility could reduce cancellations and no-shows, ultimately improve productivity and maximize the value of available service hours.

As shown in Table 7, completed trips account for the majority of activity across all fiscal years, consistently representing between 73 and 77 percent of all trips from FY 2021 through FY 2025. FY 2026 shows a higher completion rate of 84 percent, though this reflects a partial reporting year. The sustained completion rate above 73 percent indicates that the majority of scheduled trips are successfully fulfilled, reflecting generally reliable service delivery throughout the member cities history.

Cancelled trips represent a notable share of total activity, ranging from 19 to 23 percent across FY 2021 through FY 2025. Cancellation rates peaked at 23 percent in FY 2023 before gradually declining to 20 percent in FY 2025, suggesting incremental improvements in scheduling practices or rider confirmation over time. Monthly cancellation rates tend to be higher earlier in the year and decline during summer months, indicating potential opportunities to further refine advance trip confirmation processes.

Rider no-shows remain a relatively small portion of total trips, comprising approximately 4 to 5 percent across FY 2021 through FY 2025. While comparatively low, no-shows still represent unrealized capacity and operating cost, and may warrant continued monitoring and targeted mitigation strategies to further reduce their impact on service productivity.

Table 2: Trip Status by FY – ALL SERVICES

TRIP STATUS	2021	2022	2023	2024	2025	2026
COMPLETE	77%	74%	73%	75%	76%	84%
CANCEL	19%	22%	23%	21%	20%	15%
NO SHOW	4%	5%	5%	4%	4%	1%

2.9.5 Trips by Resident City

The following section examines the overall distribution of trips across the PVTA service area by resident city for billing purposes. As shown in Table 8, a total of 566,044 trips for all services were recorded across the program between FY 2021 and FY 2026, with Pomona accounting for the largest share at 54 percent, followed by Claremont at 19 percent, San Dimas at 12 percent, and La Verne at 11 percent.

Trip volumes for all services grew steadily across all cities from FY 2021 through FY 2025, with total annual trips increasing from 47,530 to 134,677 over that period. FY 2026 reflects a partial year with 51,857 trips recorded to date and the rate of trip-making suggests over 205,000 annual trips may be served in 2026. This growth trajectory underscores increasing demand for the PVTA service across the member city area. Null values in the table below are values within the dataset that did not have any resident city information appended to the trip.

TABLE 3: TRIPS BY RESIDENT BILLING CITY – ALL SERVICES

<i>Resident City</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>Total</i>	<i>Percent of Total</i>
Claremont	5,685	13,222	15,609	20,938	32,608	19,478	107,540	19%
La Verne	5,643	9,463	11,325	16,358	16,394	5,722	64,905	11%
San Dimas	4,864	13,086	12,421	16,949	15,760	6,049	69,129	12%
Pomona	29,269	50,032	65,584	72,932	66,517	20,232	304,566	54%
Outside	627	1,760	1,667	1,031	911	38	6,034	1%
Null	1,442	3,321	2,327	3,955	2,487	338	13,870	2%
Total	47,530	90,884	108,933	132,163	134,677	51,857	566,044	100%

Individual city travel flows are in the full Market Analysis Report located in Appendix A.

3. Unique Rider Analysis



PVTA operates as a joint powers authority funded by four member cities. The preceding sections describe service in terms of trip volumes, funding program totals, and resident-city billing allocations for all services — metrics that establish where service activity occurs and which funding streams are billed against. To evaluate whether each city’s investment produces service commensurate with its share of the joint powers authority, the analysis must shift from counting trips by billing geography to examining rider behavior by home city of residence.

3.1 Cross-Jurisdictional Service is the Dominant Pattern

To enable this examination, the project team constructed a rider crosswalk linking individuals across PVTA’s three operating and dispatch platforms. The most consequential finding from the rider-level analysis is the prevalence of cross-jurisdictional service. Among identifiable Ecolane trips, 85% of trips by Claremont residents, 87% of trips by La Verne residents, and 88% of trips by San Dimas residents physically occurred in a city other than the rider’s home city. Pomona is the exception at 40% outbound, reflecting its position as the destination for most cross-city trips. At the rider level, 84% of identifiable Ecolane-active riders had trips occurring in two or more of the four PVTA cities, and 49% had trips occurring in all four. The pattern is mirrored in funding-program behavior: 49% of identifiable riders used two or more distinct funding programs over the analysis window, and 23% used four or more.

Of identifiable riders

84%

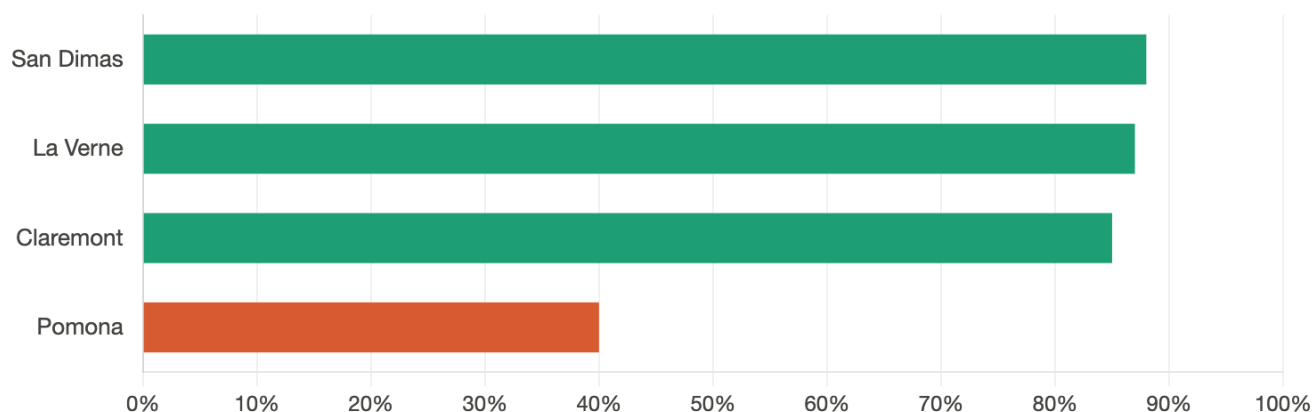
had trips in 2+ PVTA cities (52% in all four)

Of identifiable riders

49%

used 2+ of PVTA's 6 services (23% used 4+)

Share of trips occurring outside the rider's home city



Based on identifiable Ecolane trips. Pomona's lower share reflects its position as the regional destination for cross-city travel.

Taken together, these patterns describe a **rider population whose service needs are fluid across cities — not anchored to single cities or single funding streams**. The typical paratransit user in the PVRTA service area moves across municipal boundaries and across program eligibility frameworks to obtain transportation. This is the empirical foundation for the joint powers authority structure: the service geography that PVRTA exists to serve is regional by its nature, and a single-city transit operation could not practically meet more than a small fraction of any one city’s residents’ actual travel needs.

The typical ‘rider’ in the PVRTA service area moves across municipal boundaries and across program eligibility frameworks to obtain transportation.

3.2 Funding Programs and Rider Residency

The cross-city pattern is mirrored in the distribution of riders across PVRTA’s funding programs. It’s important to note that data tables used in the analysis were segregated by funding program, therefore the analysis is structured using this baseline format. Table 10 presents the home-city composition of each major funding program, expressed as the percentage of program riders drawn from each city. Each row sums to 100%, and cells are shaded to highlight the dominant home city for each program (darker green indicates a higher percentage). Smaller specialty programs (Dignity ADHC, Regional Center, Rio Rancho, ArtStart, Cooling Center) are grouped together.

Table 10: Home-City Composition of Each Funding Program (FY 2024–FY 2026)

Funding Program	Claremont	La Verne	Pomona	San Dimas	Other
Get About	20%	13%	45%	16%	7%
Claremont DAR	65%	6%	20%	6%	3%
Claremont S/D + AH	17%	15%	49%	16%	3%
Claremont Group	16%	15%	52%	14%	3%
San Dimas (all variants)	16%	13%	46%	21%	4%
Pomona Group	8%	15%	65%	12%	0%
Ready Now	19%	15%	48%	15%	3%
PVRTA Ambulatory Rides	22%	20%	36%	21%	1%
One Step (discontinued service)	18%	15%	49%	15%	3%
Other Specialty Programs	16%	14%	53%	13%	3%

Claremont DAR shows the strongest correspondence between funding program name and rider residence: 65% of its riders are Claremont residents, with the remainder drawn from across the JPA.

No other city-named program shows this degree of alignment. Within Claremont S/D + AH, Claremont Group, the San Dimas-designated programs, and the Pomona-named Pomona Group, the modal rider-residence city for each program is not the city in the program name in three of four cases. Pomona residents constitute 49% of Claremont S/D + AH riders, 52% of Claremont Group riders, and 46% of San Dimas program riders, in each case more than the share from the city named in the program. Pomona Group is small but is the only program beside Claremont DAR where the named city is also the modal residence (65% Pomona).

The pattern partly reflects the underlying composition of the JPA's rider base — Pomona residents are the largest single-city cohort across most programs — but the breadth of the distribution within city-named programs is worth understanding in the context of each program's eligibility criteria and funding architecture. Get About, the JPA's regional program, operates as the only program in the portfolio whose distribution is regional in both name and rider composition: 45% Pomona, 20% Claremont, 16% San Dimas, 13% La Verne.

3.3 Program Eligibility Scope Shapes Rider Mix

The contrast between two versions of the San Dimas-designated programs illustrates how program eligibility scope directly shapes rider mix. The Ecolane-era “San Dimas S/D” program drew a rider population that was 52% Pomona residents and 15% San Dimas residents. Its Spare-era successor, “San Dimas DAC S/D (Pickup in San Dimas),” applies a pickup-location eligibility constraint and produces a rider distribution that is 86% San Dimas residents. The two versions of nominally the same program produce dramatically different residency alignment because their eligibility criteria define different rider populations. Programs operating under city names but with broad eligibility tend to draw rider populations reflecting PVRTA's overall demographic distribution; programs with narrower geographic scope produce tighter residency alignment.

3.4 Considerations for Program Structure and Cost Attribution

This rider-level view supports three considerations for how PVRTA evaluates the alignment between its funding architecture and the service it delivers to member cities.

First, the cross-jurisdictional service patterns documented above are themselves the empirical justification for the joint powers authority structure. PVRTA's rider population does not respect city boundaries; the typical rider moves across cities and across funding programs to obtain transportation services. This suggests the PVRTA service network provides riders with the flexibility needed to meet their transportation needs and validates a regional structure that allows seamless service across the four cities is necessary to meet this travel demand. Any restructuring of PVRTA's governance should preserve the regional framework that the data shows is essential to the rider population's actual service patterns.

Second, continued cost attribution across member cities should be anchored to the rider's home city of residence (not to the city where the trip was taken). A trip taken in Pomona by a Claremont resident represents service delivered to a Claremont household; a trip on a San Dimas-named program taken by a Pomona resident represents service delivered to a Pomona household.

Anchoring inter-city cost allocation to rider residence ensures that each city's financial contribution is reconciled against the service flowing to its own residents, regardless of where the trip itself originates and regardless of the funding program that pays for it. This principle establishes a consistent basis for evaluating value-for-contribution across the four cities. Edge cases — trips by tourists, visitors, or riders without a stable residential address in the service area — will require a separate attribution rule, but the principle holds for the large majority of identifiable trips.

Third, PVTA should evaluate consolidation of its current funding program structure into a single unified program. The architecture documented above spans more than ten funding programs with overlapping eligibility, varying degrees of geographic specificity, and rider populations that do not always correspond to the program's nominal city affiliation. With 49% of identifiable riders using multiple programs and a further 23% using four or more, the practical effect of the current structure is that any given rider's service is paid through several revenue streams in proportions that are not transparent at the rider level. The contrast between the Ecolane-era and Spare-era versions of the San Dimas-designated programs demonstrates that more carefully scoped program design produces tighter residency alignment; a consolidated program with a unified eligibility framework could embed this clarity by default. Consolidation would reduce the analytical complexity inherent in the current rider distribution, make cross-subsidy flows transparent at the rider level, and improve each member city's ability to evaluate the relationship between its contribution and the service rendered to its residents.

3.5 Mobility Device Summary

A significant share of riders requires a mobility assistance device, consistently accounting for roughly 35 to 38 percent of trips during that same period. The sustained level of demand for accessible vehicles underscores the importance of maintaining an ADA-compliant fleet with sufficient wheelchair-accessible and/or level boarding capacity to meet rider needs. Meaning, PVTA vehicles will continue to be accessible and contain a chair lift. As shown, the majority of PVTA patrons across all fiscal years report no need for a mobility device, ranging from approximately 62 to 64 percent between FY 2021 and FY 2025.

4.0 Alternative Analysis



The operational and user analyses in the preceding sections establish that PVTA's rider population moves fluidly across city boundaries and across funding programs, PVTA is experiencing high costs in its operation, a pattern that is characteristic of services designed based on *cost structures* and funding sources rather than being designed to serve mobility needs the most efficiently and cost-effectively and is focused on meeting the needs of the customers. The values-first operating concept, as reflected on the right below, is designed to facilitate mobility efficiently. The process of reporting and billing back to programs and partners is a simple post-operation back-office function based on trips provided, eligibility, trip type, trip purpose, and associated program, city, or agency. All of which is information that is tied directly to the riders account and the trip reservation.

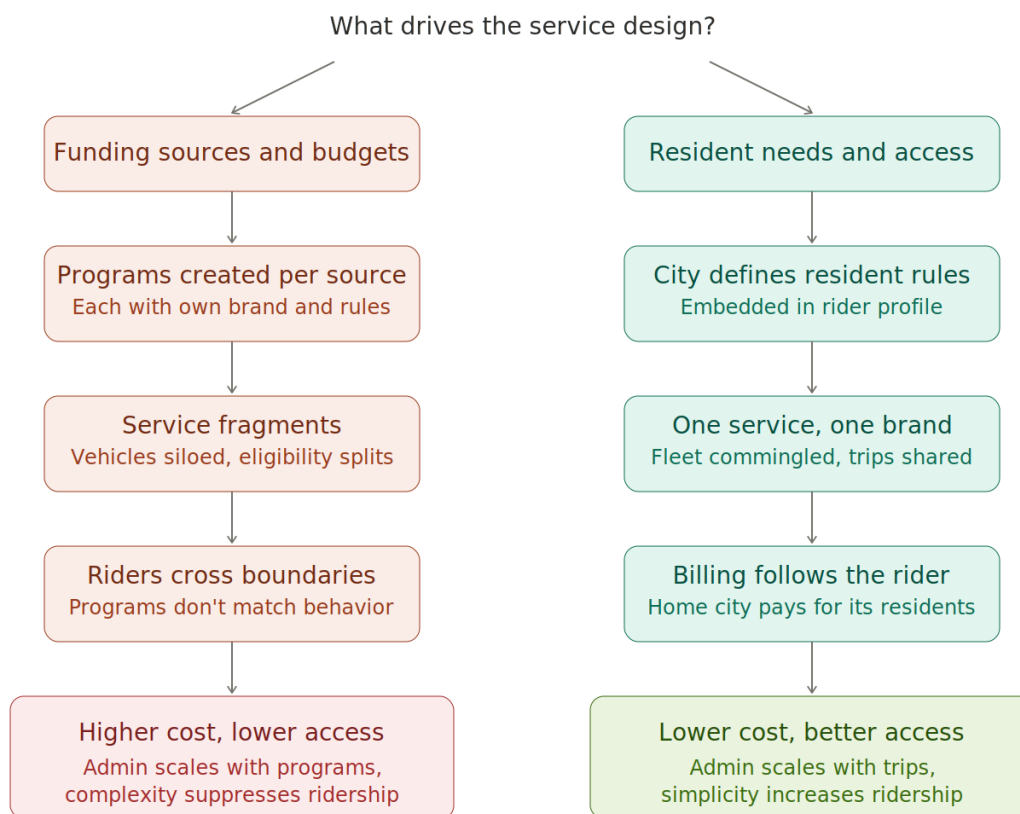


Figure 1. Two approaches to demand-response service design. Values-first design leads to stronger results.

Current PVTA cost sharing budget principles are based on segregating billing and ridership for each member city. Below are key PVTA billing principles that drive service structure.

- PVTA charges member cities based on actual costs.
- A city's share of Get About contributions is based on the number of rides taken by residents of the city (using a three-year average).
- Outside revenue sources are deducted from total service costs; the net allocation is the member city amount.

- Any budgeted Get About funds not expended are held in reserve.
- Any unexpended funds for individual city programs are returned to that city at the end of the year (Pomona Group, San Dimas DAC, Claremont DAR)

4.1 PVRTA Admin Allocation

The admin allocation is broken down monthly by each program: Get About, Claremont DAR, San Dimas DAR, and Pomona Group. The breakdown is determined by how many actual revenue hours each program operates and the coinciding percentage of riders from each city. Billings are defined by quarter.

The opportunity this section evaluates is to reorganize PVRTA’s service design around resident need rather than around program and billing structure, in ways that simplify the rider experience, reduce administrative overhead, and make each city’s cost contribution more transparent. The analysis proceeds across two dimensions, evaluated sequentially.

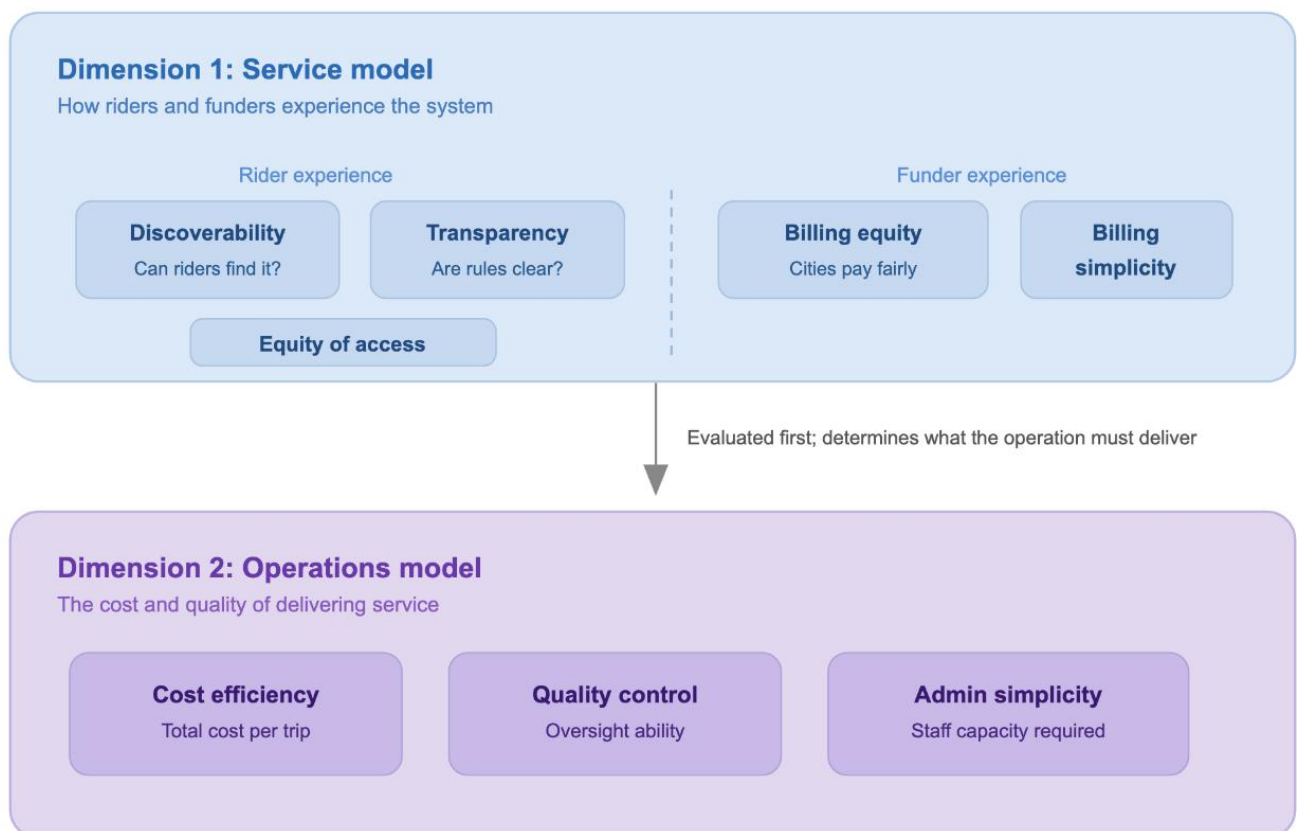


Figure 2. Evaluation framework: service model assessed first, then operations model

4.2 Service Model Evaluation

Three service model alternatives are evaluated below. This exercise focuses on key objectives cited in the study and providing both PVRTA and member cities with clear benefits measured against stated objectives. Each model represents a different point on the spectrum between rider simplicity and city-level control. The summary table presents the assessment; the subsections that follow describe each alternative and explain the rationale behind its ratings.

Dimension	A: Unified Program	B: City-Branded (Status Quo)	C: Single Brand, City Rules (Recommended)
Discoverability	High. One service, one name, one access point.	Low. Services with distinct names, eligibility, and access points.	High. One service, one name; city-specific rules surfaced at booking.
Transparency	High. Same rules for all riders; nothing to compare across cities.	Low. Rules vary by program; rider must know which program applies to them.	Medium. Rules vary by city but are visible at point of trip search.
Equity of Access	Medium. Equal access but no tailoring to city-specific priorities.	Low. Access depends on program enrollment.	High. Universal access; service levels reflect each city's priorities.
City Control	Low. Cities fund but do not define service for their residents.	Medium. High in theory; yet user analysis shows program populations do not match city names.	High. Each city defines service rules for its own residents directly.
Billing Equity	Medium. Shared pool; no inter-city attribution required. High-volume cities may dominate.	Low. Isolated service labels have been difficult to align a rider to their home city.	High. Billed by verified rider home city of residence within city-defined rules.
Billing Simplicity	Medium. Shared rides require cross-city cost allocation per trip.	Low. Complex reconciliation across all services have been difficult to aggregate and report.	High. Bill per-rider that is approved per city.
Cost Efficiency	High. Full fleet pooling and open scheduling; maximum vehicle utilization.	Low. Vehicles siloed by program; capacity locked by assignment.	High. Commingled fleet and open scheduling serves all riders; utilization matches Alternative A.

4.3 Single Brand, City-Defined Service Rules for Residents (defined as **Option C**)

Under this unified model, PVRTA operates one service under one brand with a single point of access for all riders. Which means Claremont Dial-a-Ride and San Dimas Dial-a-Cab service would fall under a single branded service. Each member city defines the service parameters that apply to its own residents, embedded in the rider's profile based on verified home city of residence and applied at the point of booking. Independent city service parameters would align with its allocated budget. This would include any rider or trip caps and any addition programmatic rule a city adopts. A single brand service reduces rider confusion and reduces barriers.

High discoverability. There is one service to find, one name to search for, and one booking process to learn. A rider does not need to determine which service applies to them before accessing service; they register with PVRTA, their home city is verified, and the applicable eligibility and program rules are surfaced automatically when they search for a trip.

Medium-High transparency. Rules vary by city, which means this model does not achieve the full transparency of a single uniform program. However, the differences are visible to the rider at the point of trip search rather than hidden behind program labels the rider may not understand, which represents a meaningful improvement over the current structure where a rider must first identify which program applies to them before learning what rules govern their trip. The assessment is made on the current configuration of the Spare platform. Reconfiguring the platform would move this to a "High" service standard.

High equity of access. Access is universal; every resident of the four cities can use the same system. Service levels reflect each city's priorities because cities define the rules for their own residents, which means the system can accommodate differences in city budgets and service philosophies without creating separate programs that fragment the rider experience. There is no loss of program or rule independence for any city member.

High city control. Each city defines service rules for its own residents directly. This preserves the governance interest that cities have expressed throughout the JPA's history, which is the ability to determine what their contribution buys for their own residents, without requiring the service-level fragmentation that the user analysis showed does not produce the residency alignment it implies. Each city rule is defined within the newly acquired technology providing greater reporting and transparency.

High billing equity. Billing is anchored to the rider's verified home city of residence, consistent with the principle established in the user analysis that a trip taken within the PVRTA service area by a Claremont resident represents service delivered to a Claremont household. This produces cost attribution and ensures actual service delivery is billed equitable based on aligned city-based service allocation.

High billing simplicity. Billing is per-rider against the rules each city has approved for its own residents, which means reconciliation reduces to a verified count of trips delivered to each city's

riders rather than a program-by-program allocation. Each city sees a bill that reflects the service its own residents received under the rules it set, with no inter-program reconciliation required and no manual cost-allocation cycle of the kind the current structure demands.

High-cost efficiency. A commingled fleet with open scheduling serves all riders regardless of program or city, which produces the same fleet utilization as a fully unified program. Continued commingling the PVTA fleet in an open scheduling format improves trips-per-vehicle-hour, compared to the current structure where vehicles are siloed by program and capacity is locked by assignment rather than allocated by demand.

4.4 Alternative A Service Model: Unified Program

Under a unified program model, PVTA operates a single service with one set of eligibility rules, one fare structure, and one set of service parameters applied identically to all riders regardless of home city. Cities contribute funding to the JPA but do not individually define the service levels their residents receive.

High discoverability and high transparency. This model scores highest on both dimensions because there is one service to find, one set of rules to understand, and no variation across cities. From a pure rider-experience perspective, it is the simplest architecture available.

Medium equity of access. Equal access for all riders, but no mechanism to tailor service levels to city-specific priorities. A city that wants to offer more generous trip allowances or broader eligibility to its residents cannot do so under this model.

Low city control. This is the dimension on which Alternative A diverges most sharply from the recommended model. Cities fund the JPA but do not define service for their residents. The concern from cities like Claremont about whether their contribution produces commensurate value is a legitimate governance interest to be accommodated; a model that removes city-level differentiation entirely would simplify the operation and billing complexity but would likely reduce PVTA's ability to effectively respond to varying city needs.

Medium billing equity and high billing simplicity. No inter-city attribution to perform; all contributions go into a shared pool and all residents receive the same service. This is operationally straightforward but eliminates the ability of any individual city to evaluate the relationship between what it pays and what its residents receive, and high-volume centralized cities may dominate the shared pool at the expense of smaller communities (e.g. Claremont demand crowding out San Dimas).

High-cost efficiency. Full fleet pooling continues with maximum vehicle utilization; identical to the recommended model on this dimension.

Alternative A is not recommended because it does not reflect the political and institutional reality of the JPA and city member objectives. Alternative C achieves comparable operational simplicity while preserving each city's ability to define what its residents receive.

4.5 Alternative B: City-Branded Programs (Status Quo)

Under the city-branded model, PVTA operates multiple distinct programs organized by city and service type, each carrying its own brand identity, eligibility criteria, fare structure, and operating parameters. Claremont DAR, San Dimas Dial-a-Cab, Get About, and the remaining program labels each represent a separate service from both the rider's perspective and the administrative perspective.

Low discoverability. With a variety of services carrying distinct names, eligibility rules, and access points, the system is difficult for riders to discover and navigate. The immediate increase in ridership following the introduction of Uber as a simpler access point suggests that the service structure itself was suppressing demand.

Low transparency. Rules vary by service, and a rider must determine which program applies to them before learning what rules govern their trip. The user analysis found that 49% of riders use two or more programs and 23% use four or more, which indicates that the program boundaries are not meaningful distinctions in the rider's experience; riders move across them to obtain service rather than operating within a single program's framework.

Low equity of access. Access depends on program enrollment, which creates inequitable outcomes across rider types. Too many programs lead to cognitive overload, which disenfranchises riders who cannot navigate the program structure and creates inequitable outcomes across the user base.

Medium city control. This model scores highest on city control in theory, because each city can point to a program bearing its name. The user analysis, however, demonstrates that this control is partially illusory: in three of four city-named programs, the modal rider is not a resident of the city in the program name. Pomona residents constitute 49% of Claremont S/D + AH riders, 52% of Claremont Group riders, and 46% of San Dimas program riders. This may be due to the introduction of General Public riders in Claremont and San Dimas. The cities have controlled the *programs*, but they have not controlled the experience of their *residents*. This is illustrative of program design driven by costs, rather than value.

Low billing equity. Program labels do not correspond to rider home cities, which means the cost attribution the current structure provides does not reliably reflect which city's residents are actually being served. The contrast between two versions of the San Dimas program demonstrates the point directly: the Ecolane-era version, operating under broad eligibility, drew a rider population that was 52% Pomona residents and only 15% San Dimas residents, while its Spare-era successor, which applies a pickup-location constraint, produces a distribution that is 86% San Dimas residents. The program name stayed the same; the eligibility scope changed everything.

Low billing simplicity. The current reconciliation process is complex but familiar. Staff reconcile across multiple services each cycle, a process that is time consuming and requires a manual effort with limited audit capabilities.

Low-cost efficiency. Vehicles are siloed by program by the current contractor, which prevents shared rides across service types even when the same vehicle could serve both riders. This locks capacity into program-specific assignments, reduces fleet utilization, and probable cost escalation because pooling riders cannot be accomplished. It's a driver focused assignment strategy versus a fleet optimization strategy. Administrative overhead scales with program count rather than trip volume.

4.6 Service Model Recommendation

The alternative service analysis is hyper focused on operational efficiency and not solely focused on funding sources. The consultant task is to identify and recommend the most efficient operations model regardless of funding source. The intent of the analysis is to determine whether there are any funding barriers with the service model being considered.

The analysis supports Alternative C as the recommended service model. PVRTA should operate a single branded service in which each member city defines the service rules that apply to its own residents, with those rules embedded in the rider's profile based on verified home city of residence and applied at the point of booking. Billing should remain anchored to rider home city, so that in the commingled open fleet model each city's financial contribution continues to be reconciled against the service flowing to its own residents regardless of where the trip physically occurs or which vehicle serves it.



This model preserves the regional service framework that the rider data shows is essential to meeting the JPA's travel demand, while giving each city transparent control over what its residents receive and what it pays for. Operationally, this model places high priority on fleet efficiency and utilization over driver assignment and blocks. Under this model, Claremont Dial-a-Ride and San Dimas Dial-a-Cab would be folded into the single branded service. It's important to mention that the single brand **DOES NOT** reduce city member autonomy in determining service eligibility or different program rules of its residents. It simplifies the overall rider experience and reduces confusion. It also **DOES NOT** prevent cities determining funding levels or inhibit the existing cost sharing model or JPA structure. There are no funding barriers to this service model.

5.0 Operations Model Alternatives



With the service model established, the question shifts to how PVTA delivers that service on the back end. The operations model governs who holds the technology platform, how vehicles are assigned to trips, who manages provider relationships, and how costs flow from provider to PVTA to member city. Currently, back-end configurations are managed by the contact transportation service provider. One key element discovered: with PVTA managing and monitoring the platform configuration, there are tighter and transparent controls over managing city requirements.

Two independent decisions define the operations model. The first is fleet organization: whether vehicles are assigned to specific programs (siloe) or pooled across all service types (open and commingled). The second is the contractual structure: whether PVTA contracts with a single turnkey operator who manages all downstream relationships, or whether PVTA holds the technology platform and contracts directly with each service provider. These two decisions combine into four possible configurations of which do not consider any possible or needed adjustments to city MOUs.

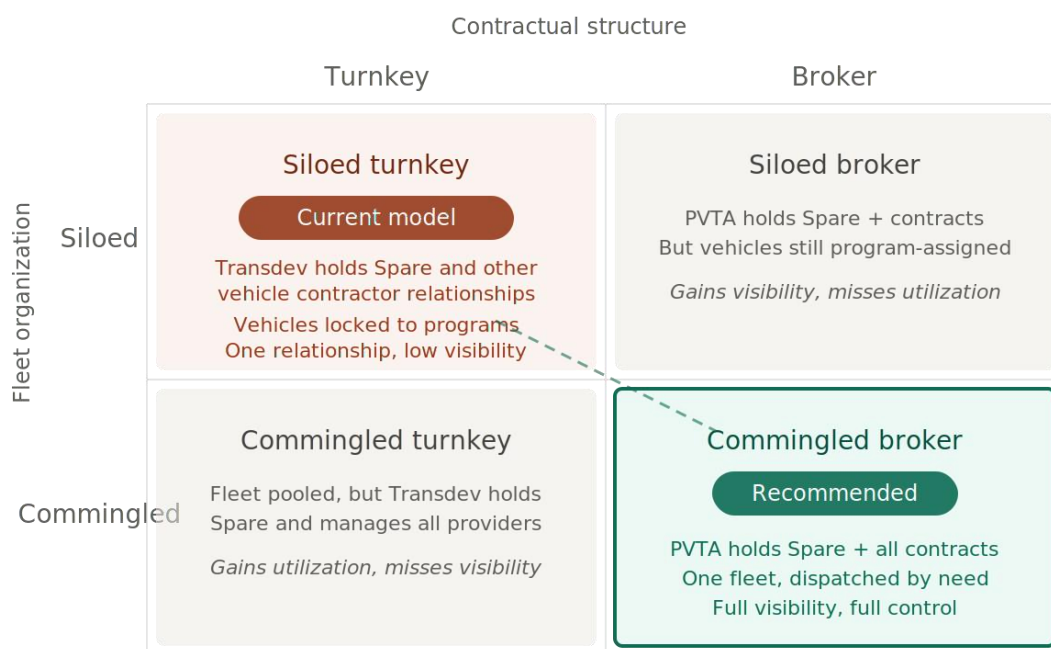


Figure 3. Operations model alternatives: fleet organization vs. contractual structure

PVTA currently operates in the siloed turnkey configuration where PVTA's dedicated operations contractor holds the technology contract with Spare, is expected to oversee any additional vehicle operator contracts, and assigns vehicles by program and its operational preferences. The recommended configuration is an open scheduling with commingled fleet acting as a transportation broker, in which PVTA manages all technology agreements directly, then contracts with dedicated and non-dedicated providers independently, and pools all vehicles dispatched by rider need rather than by program label. It also means PVTA sets the performance framework where operational priority is on fleet optimization, efficiency, and cost containment.

The case for each axis is evaluated independently below.

5.1 Fleet Organization: Siloed (blocked runs) vs. Commingled (open fleet)

5.1.1 Siloed operation

Low-cost efficiency. When vehicles are assigned to individual programs, capacity is locked to that program regardless of whether demand justifies releasing it for other services. A vehicle assigned to Claremont DAR that completes its scheduled trips by early afternoon sits idle while Get About vehicles are at capacity serving overlapping geography. The operational analysis noted that PVTA appears to be providing more service capacity than demand requires when viewed across all programs; this surplus is not a product of overinvestment but of vehicles that cannot be redeployed across program boundaries even when adjacent programs need them. Blocking vehicles is an operational decision made by PVTA's contract service provider.

Low quality control. When each program operates its own fleet segment, service quality is observed and reported at the program level rather than across the system. Patterns that span multiple programs (e.g. response time disparities between cities) are difficult to identify because the data is fragmented across program-specific reporting and optimization is not fully realized. Meaning cost efficiency is lost. PVTA staff must assemble a system-wide picture from multiple program-level reports, which is the same reconciliation burden that affects billing.

High administrative simplicity. The one advantage of the siloed model is that the relationship between program, vehicle, and cost is straightforward to trace. A vehicle assigned to Claremont DAR serves Claremont DAR trips, and the cost of that vehicle is attributed to Claremont DAR. There is no allocation question for shared rides because rides are not shared across programs. This simplicity, however, is purchased at the expense of fleet utilization and cost efficiency, and the preceding analysis of billing in the service model evaluation demonstrated that the program-level attribution it produces does not reliably correspond to rider home city; in other words, it's easy to bill per *program*, but still difficult to bill by the *rider* who took a trip in the program.

5.1.2 Commingled Fleet Operation with Open Scheduling

High-cost efficiency. A single pooled fleet in an open scheduling environment serves all trips based on rider need and vehicle availability, with Spare (or similar technology) assigning each trip to the best-fit vehicle regardless of the funding program or city associated with the rider. Dead capacity between program peaks is eliminated because the vehicle is not bound to a single program's schedule. Fleet sizing is driven by total demand across the service area rather than by the peak demand of each individual program, which produces a smaller required fleet for the same or better service levels.

High quality control. When all trips flow through a single dispatch system with a single fleet, service quality is centralized and observable in one place. Response times, missed trips, on-time performance, and rider complaints are tracked across the entire operation rather than pieced

together from program-level reports. PVTA staff can identify patterns and address provider performance issues at the system level, which is not possible when each program's fleet operates as a standalone reporting unit.

Medium administrative simplicity. Commingling using an open fleet model raises the question of how trip cost is attributed when a vehicle carries riders from multiple cities on the same run. The Spare platform resolves this by platform configuration ensuring that at the point of dispatch: each trip is attributed to the rider's home city based on the verified profile, so the allocation is determined in real time rather than reconstructed after the fact.

The analysis supports an open commingled fleet organization no locked vehicles or defined driver assignments using an open scheduling system. The cost efficiency and quality control advantages of pooling vehicles across all service types outweigh the additional billing reconciliation complexity, particularly given that the Spare platform provides the trip-level attribution necessary to allocate costs by rider home city in real time.

5.2 Contractual Structure: Turnkey vs. Broker

5.2.1 Turnkey operation

Low-cost efficiency. In the current arrangement, PVTA's cost per trip through the Uber overflow channel is determined by the dedicated operations provider subcontract terms, which PVTA did not negotiate and cannot control. When overflow pricing becomes uncompetitive or a more cost-effective non-dedicated provider enters the market, the decision to adjust service and fleet assignment sits with PVTA's dedicated operations contractor rather than with the agency that is accountable to its cities for cost management. PVTA pays the rate that the dedicated operations contractor's subcontract produces, regardless of whether that rate reflects the best available market price. This model favors the contractor with service hour billing and does not necessarily focus on a cost-conscious operations cost structure. Therefore, PVTA pays more for transportation services than the average market price.

Low quality control. PVTA's visibility into provider performance is mediated through contractor reporting. When a city inquires as to how much its residents' trips cost through the Uber overflow channel, the answer must be assembled from the contractor's invoice and reporting on their subcontract, which PVTA does not control. This reporting dependency is the source of the multiple-correction cycle; the reconciliation process requires a series of iterations and manual reporting before PVTA can accurately provide rider reports.

High administrative simplicity. PVTA manages one contractual relationship with one operator. Staff capacity requirements are minimal: PVTA oversees one contract rather than managing service, operations, a technology platform and multiple provider relationships. For an agency with limited staff, this simplicity is a genuine advantage, and any move away from the turnkey model must account for the additional management bandwidth it requires.

5.2.2 Broker Operation

High-cost efficiency. When PVRTA holds direct contracts with each provider, the agency negotiates its own rates, compares costs across providers, and adjusts the provider mix as market conditions change. If Uber's pricing becomes uncompetitive, PVRTA can shift overflow volume to another Non-Dedicated Service Provider without renegotiating its entire operational contract. The Spare platform assigns each trip to the most cost-effective available provider based on rider need and vehicle type, which produces ongoing cost optimization that is not possible when provider selection is managed by an intermediary who can then pad pricing.

High quality control. When PVRTA holds the Spare contract directly, every trip — its origin, its rider, its assigned provider, its cost — is visible in real time. There is no intermediary between the data and the agency. When a city asks what its residents' trips cost, the answer comes from PVRTA's own platform, not from a contractor's summary of their subcontractor's invoices. Provider performance is measured directly against PVRTA's service standards, and underperforming providers can be addressed or replaced without restructuring the entire operation or contract amendment.

Medium administrative simplicity. Moving from a single contractor relationship to direct contracts with multiple providers requires more active management from PVRTA staff. This requires PVRTA managing technology directly, holding provider relationships with the dedicated fleet operator and one or more non-dedicated service provider, and overseeing billing reconciliation across those contracts. This is a genuine increase in administrative responsibility. The feasibility of the broker model depends on whether PVRTA can build or acquire that capacity, whether through existing staff, the Spare platform's automation of trip assignment and billing, or contracted administrative support.

The analysis supports the broker model. The cost efficiency and quality control advantages of holding direct provider relationships and the technology platform outweigh the additional staff capacity requirements, provided that the transition is planned to ensure PVRTA has the management bandwidth to operate in this configuration. PVRTA's next operations procurement should be designed to establish direct contractual relationships with providers while addressing the administrative capacity needed to manage them. This might mean PVRTA will need to train existing staff and/or add new operations or administrative oversight staff.

5.3 Operations Model Recommendations

The analysis supports the commingled open scheduling broker model as the recommended operations configuration. PVRTA should hold the Spare contract directly, pool all vehicles into a single commingled fleet without any vehicle locking that are then dispatched by rider need, and establish direct contractual relationships with dedicated fleet operators and non-dedicated service providers. This configuration produces the highest fleet utilization, gives PVRTA direct visibility into every trip and every cost, and allows the agency to adjust its provider mix as market conditions change — all of which are prerequisites for delivering the single-brand, city-defined service model recommended in Part 1. This model also allows PVRTA to have stronger cost control capacity and greater transparency and oversight of the operations. The planned RFP should be structured to establish these direct

relationships, with the transition designed to coincide with the expiration of the current contract in June 2027.

Fleet Sizing. Based on current ridership, PVRTA will need a fleet size between 21 and 25 vehicles. This assumes PVRTA will continue to maintain an ownership model and back-up fleet. This also assumes the fleet will need to retain a fleet of cut-a-ways needed for group rides. We recommend PVRTA operate a hybrid model of leased and owned fleets moving forward targeting FY 2027 to FY 2028 or until the Board and PVRTA staff determine the overall maintenance plan. Developing a fleet utilization and procurement plan is recommended during FY 2026-2027. The plan will identify a moving forward fleet replacement plan, define vehicle type(s) and time frame for acquiring new assets. The plan will also identify fleet type to support services including Group Rides.

Should PVRTA determine to operate fully leased fleet model it's recommended PVRTA use a mix of mini-vans, larger capacity vans such as Ford Transits, and a small fleet of cut-a-ways. Current ridership identifies roughly 30% of trips require lifts. As such, we do recommend the fleet plan identify how many vehicles should contain lifts. In our experience, mini vans with side lifts have size and weight limitations whereas a rear ramp provides better serviceability. Although space constraints are still a challenge versus a larger Ford Transit-type vehicle. We recommend a minimum of 70% of PVRTA's fleet are equipped with lifts. This percentage assures capacity for WAV rides and sustains vehicle utilization and performance goals.

Fleet Maintenance. One area where PVRTA could save operational costs is with fleet maintenance. Fleet management and costs continue to escalate while assets depreciate over time. Current operations require a dedicated fleet manager and maintenance personnel. PVRTA's contract operator have 1.5 staff devoted to fleet maintenance. Additionally, operations facilities to perform maintenance on site are difficult to located within the PVRTA service area. It is for this reason, PVRTA vehicle operations are located in Ontario, which is outside PVRTA's service area. This creates deadhead mileage which PVRTA pays additional costs for in its contract and deadhead mileage is not reimbursable under federal guidelines. It is for this reason, it's recommended PVRTA operate a hybrid fleet lease / purchase model for PVRTA. The fleet plan should address these cost factors.

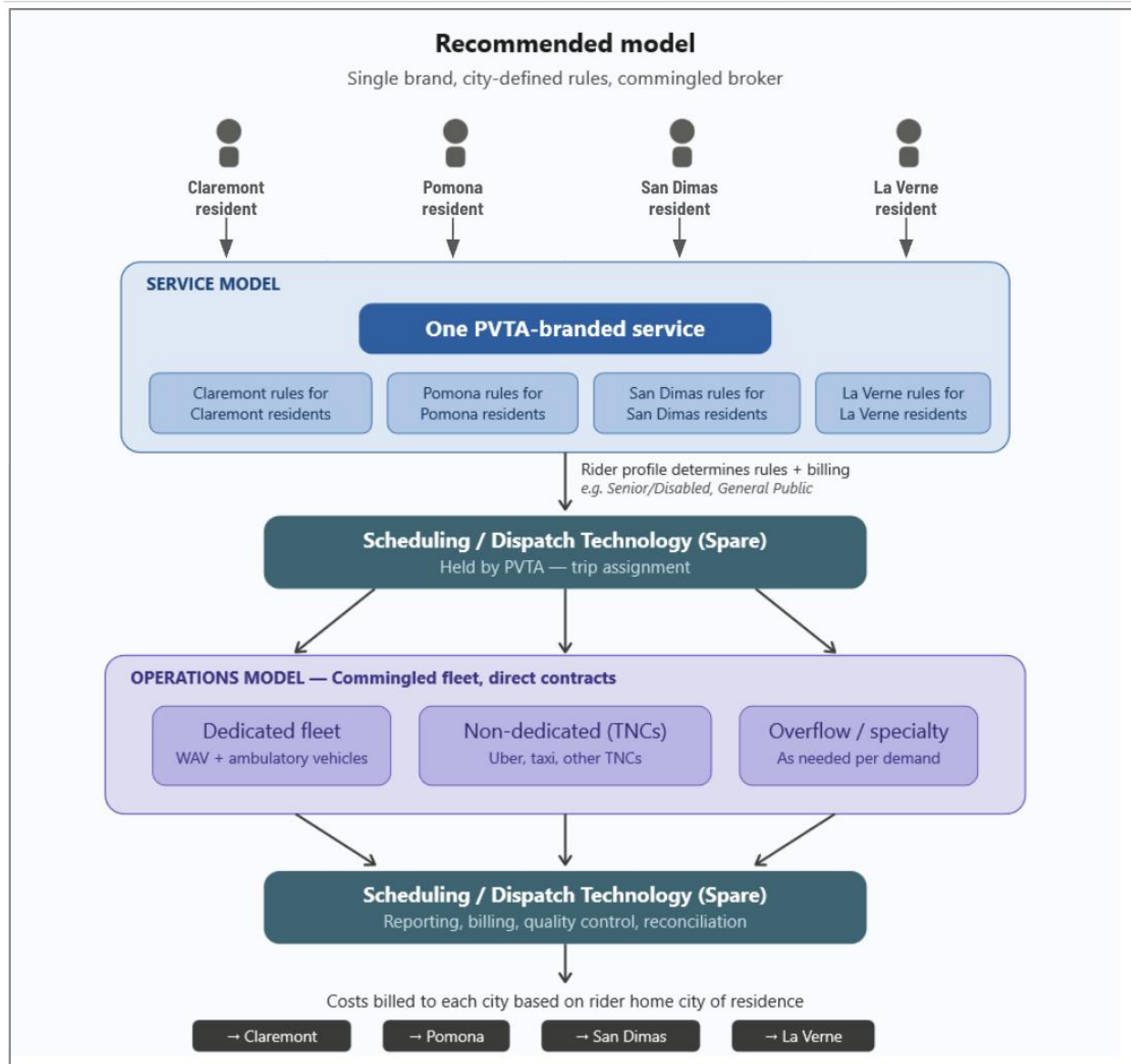
Fleet Operations. Should PVRTA moves toward a fleet lease strategy, it may not need a full maintenance facility to operate from. As such, PVRTA should seek relocating its base operations within the PVRTA service area. Ideally, operating from a member city yard would be the most cost-effective place to operate from. Short of this, there may be other public facilities or city yards where PVRTA can operate from. The Fairplex in Pomona is another alternative to consider. PVRTA should conduct a real estate survey identifying possible locations to operate from. This includes having discussions with City Management.

Call Center. PVRTA operates a hybrid call center where a portion of general public calls are managed by PVRTA staff and its contractor's dispatch center. This strategy increases operational contractor costs because staffing levels are defined to support peak call volumes. In some instances, such as late-night service, staff aren't taking calls. Which means PVRTA is paying for service coverage rather

than service execution. The recently implemented Spare platform has the capability to manage call center calls utilizing an AI-enabled service integrated with an IVR system. From discussions had with other transit agencies who have adopted the Spare AI-enabled system, they claim to save between 60 and 80% of their call center budget. Its recommended PVTA evaluate the cost benefit of utilizing the Spare AI-enabled call center system and consider absorbing full responsibility for call center operations.

Staffing. Since a core recommendation is to have PVTA take in more responsibilities to manage services and / or tasks normally managed by a contract service provider, its recommended PVTA consider redefining staff duties and responsibilities. Another option is to seek a Transit Management oversight through a contract. Specific tasks identified include:

- **Operations Management** – with a hybrid dedicated / non-dedicated broker model, there is increased responsibility for PVTA staff to provide operational oversight. Depending on how PVTA chooses to take control over operations, a General Manager-type position may be needed. Key tasks PVTA could manage internally include:
 - **Fleet Maintenance** – vehicle assignment, vehicle maintenance and servicing, vehicle cleaning, fueling, vehicle certifications.
 - **Operations** – trip assignments, contractor coverage, contractor network management, operator certifications and driver training.
 - **Performance and System Planning** – manage operator and system performance, KPI reports, manage network elasticity and identify service changes.
- **Contract Negotiations / Management** – with the hybrid model, contract negotiations and management are required. Aside for contract negotiations and management, monitoring contractor performance and associated KPIs need to be conducted within PVTA. This is typically an operations / contract management task where operations monitor contractor performance and contract manager enforces the obligation.



The consulting team conducted a review of peer transit agencies across the United States that operate under Joint Powers Agreements (JPAs), regional authorities, or similar intergovernmental governance structures comparable to PVRTA. These peer agencies were selected based on similarities in governance frameworks, service delivery approaches, and operating environments. The review evaluates each agency's organizational structure, service characteristics, and key operating metrics to identify relevant comparisons and potential considerations for PVRTA's current and future service planning efforts. Unless otherwise noted, operating data was obtained from the Federal Transit Administration's National Transit Database (NTD) Report Year 2024. The selected peer agencies represent a range of regional governance and service delivery models operating in comparable contexts.

To build the comparison, a key operating table was developed for PVRTA and each peer agency. The table consisted of data used for NTD reporting. Key data sets included:

- Service area population
- Service area size
- Modes operated
- Annual unlinked passenger trips
- Annual vehicle revenue miles
- Annual vehicle revenue hours
- Annual vehicle operated in maximum service (VOMS)
- Annual vehicle revenue hours (VRH)
- Total operating expenses
- Operating expenses per UPT
- Operating expense per VRM
- Primary funding source

Once the key operating table was developed, an analysis of JPA organizational structure with member types with emphasis in cost sharing spread among members were used as a key peer review factor. The result was that a set of three peer agencies were identified. Peer agencies include:

- Sunline Transit Agency, *Thousand Palms, CA*
- Tulare County Regional Transit Agency, *Visalia, CA*
- Pioneer Valley Transit Authority, *Springfield, MA*

6.1 Pomona Valley Transportation Authority Overview

Pomona Valley Transportation Authority (PVRTA) is a joint powers authority headquartered in La Verne that provides community transportation services to four member cities in eastern Los Angeles County: Claremont, La Verne, Pomona, and San Dimas. PVRTA's operating profile reflects its specialized role as a demand-response-focused transit provider serving localized community mobility needs within the region.

TABLE 0-1: KEY OPERATING DATA FOR PVRTA (NTD 2024)

NTD ID	99,425
Service Area Population	252,880
Service Area	61 square miles
Modes Operated	Demand response only (100% purchased transportation)
Annual Unlinked Passenger Trips (UPT)	92,697
Annual Vehicle Revenue Miles (VRM)	382,503
Annual Vehicle Revenue Hours (VRH)	31,082
Vehicles Operated in Maximum Service (VOMS)	42 (blend of dedicated and non-dedicated fleet)
Vehicles Available for Maximum Service (VAMS)	45
Total Operating Expenses	\$4,284,000 (approx.)
Operating Expense per UPT	\$46.21
Operating Expense per VRM	\$11.20
Primary Funding Source	Local (96.2%)

6.2 SunLine Transit Agency

Thousand Palms, California | NTD ID: 90079

Agency Overview

SunLine Transit Agency is the regional public transit provider for the Coachella Valley in Riverside County, California. The agency provides fixed route bus service, ADA complementary paratransit (branded as SunDial), vanpool, and microtransit (branded as SunRide) services across a 1,120-square-mile service area stretching from the San Geronimo Pass in the west to the Salton Sea in the southeast. SunLine operates approximately 15 local fixed routes and a commuter express route (Route 10 Commuter Link) connecting the Coachella Valley to the City of Riverside. The agency is headquartered in Thousand Palms and maintains two operations and maintenance facilities, one in Thousand Palms and another in Indio. SunLine is nationally recognized as a leader in zero-emission vehicle technology, having been the first transit agency in the United States to fully convert its fleet to alternative fuel in 1994. The agency currently operates hydrogen fuel cell and battery-electric buses and maintains one of the largest hydrogen fueling stations dedicated to transit in the country.

SunLine Transit Agency was established on July 1, 1977, through a Joint Powers Agreement between Riverside County and five Coachella Valley cities: Coachella, Desert Hot Springs, Indio, Palm Desert, and Palm Springs. The JPA was subsequently amended to add Cathedral City, Indian Wells, La Quinta, and Rancho Mirage, bringing the total to nine member cities plus the County. Each member entity appoints one of its elected officials to serve on the SunLine Board of Directors, resulting in a ten-member governing board. The Board meets monthly and is supported by standing committees including a Finance/Audit Committee, an Operations Committee, and an ACCESS Advisory Committee composed of community members. SunLine operates as a public agency separate and apart from the member entities, with full authority to own, operate, and administer its transit system under the terms of the JPA.

Funding and Cost Sharing

SunLine Transit Agency is funded through a combination of local sales tax revenue, state and federal transit funding programs, fare revenue, and contributions tied to the Joint Powers Authority (JPA) structure. While the agency operates independently from its member jurisdictions, the JPA framework helps define governance, regional participation, and long-term financial responsibility across the Coachella Valley.

Unlike some JPAs where cities directly subsidize operations annually based on service hours or population, SunLine generally functions as a regional transit authority with pooled regional funding sources rather than a strict city-by-city cost allocation model.

However, cost-sharing and local participation can occur through:

- Contributions for enhanced or specialized services
- Participation in capital projects
- Local match requirements for grants

- Stop amenities, roadway improvements, or transit-supportive infrastructure within individual cities

TABLE 0-2: KEY OPERATING DATA FOR SUNLINE (NTD 2024) (DR SUMMARY)

NTD ID	90079
Service Area Population	474,031
Service Area	1,120 square miles
Modes Operated	Demand Response, Vanpool, and Fixed Route
Annual Unlinked Passenger Trips (UPT)	141,927
Annual Vehicle Revenue Miles (VRM)	984,877
Annual Vehicle Revenue Hours (VRH)	76,941
Vehicles Operated in Maximum Service (VOMS)	35
Vehicles Available for Maximum Service (VAMS)	50
Total Operating Expenses	\$8,200,000 (approx.)
Operating Expense per UPT	\$57.67
Operating Expense per VRM	\$6.40
Primary Funding Sources	State (65.8%)

Relevance to PVRTA

- SunLine is the closest structural peer to PVRTA in terms of governance, as both are California JPAs formed under state law (Government Code Section 6500 et seq.) with elected officials from member cities serving on the governing board.
- SunLine demonstrates how a California JPA can scale from a small multi-city collaboration into a full-scale regional transit operator with diversified service modes, including fixed route, paratransit, vanpool, and microtransit.
- SunLine's governance model of one elected representative per member entity plus one county representative offers a scalable framework that PVRTA could consider if expanding membership.
- SunLine operates at a significantly larger scale than PVRTA, meaning direct comparisons should account for the substantial difference in service scope and mode mix.

- SunLine’s SunRide microtransit program, which provides on-demand shared rides within designated zones via a smartphone app, offers a model for how PVRTA could explore technology-enabled service expansion beyond traditional dial-a-ride.

6.3 Tulare County Regional Transit Agency (TCRTA)

Visalia, California | NTD ID: 90310

Agency Overview

The Tulare County Regional Transit Agency (TCRTA) is the primary public transit provider for most of Tulare County, California, with the exception of the City of Visalia (which retains its independent Visalia Transit system). TCRTA provides local and commuter fixed route bus service, ADA complementary paratransit, and on-demand microtransit (branded as TCRTA Transport) across a 124-square-mile service area. Local fixed route service is provided within the cities of Dinuba and Tulare, operating Monday through Saturday from 7:00 a.m. to 7:00 p.m. and Sunday from 8:00 a.m. to 5:00 p.m. Commuter fixed route service connects major cities and communities across the county, generally available weekdays from 5:15 a.m. to 8:15 p.m. and weekends from 8:30 a.m. to approximately 6:40 p.m. The on-demand microtransit service operates within designated zones, with riders requesting trips via a mobile application. TCRTA also operates the LOOP Bus, a free transportation service for at-risk youth. The agency connects Visalia Transit, Porterville Transit, Delano Area Rapid Transit (DART), and Kings Area Regional Transit (KART) at various transfer points throughout the county.

Tulare County Regional Transit Agency (TCRTA) was established on August 17, 2020, through a Joint Powers Agreement (JPA) adopted pursuant to Section 6500 et seq. of the Government Code of the State of California. The original member agencies included the County of Tulare County and the cities of Exeter, Farmersville, Lindsay, Porterville, Tulare, and Woodlake. Dinuba joined as the eighth member agency in September 2020, followed by the Tule River Indian Tribe of California, which was approved for membership during a special board meeting held on August 24, 2022. Governance of TCRTA is overseen by a Board of Directors, with each member agency appointing one elected official and one alternate representative to serve on the board.

The Board meets monthly on the third Monday at 3:00 p.m. TCRTA was created specifically to consolidate previously independent municipal transit operations, including Dinuba Area Regional Transit (DART), Tulare InterModal Express (TIME), and Tulare County Area Transit (TCaT), into a single regional operator. The consolidation was intended to achieve uniform fares, more efficient routes, easier intercity travel, and cost savings through economies of scale. TCRTA operates as a public agency separate and apart from the member agencies.

Funding and Cost Sharing

TCRTA is funded through a combination of local transportation sales tax revenues, California transit assistance programs, federal transit grants, fare revenue, and regional cost-sharing through its Joint

Powers Authority (JPA) structure. The agency was specifically created to consolidate multiple smaller transit systems into a single regional operator to improve efficiency and reduce duplicative administrative and operating costs across Tulare County.

TCRTA relies heavily on California Transportation Development Act (TDA) revenues, particularly:

- **Local Transportation Funds (LTF):** Derived from statewide sales tax revenues and distributed through Tulare County’s transportation framework.
- **State Transit Assistance (STA):** Based on statewide diesel sales tax revenues and transit performance measures.

These funding sources support day-to-day transit operations and are commonly pooled regionally for transit service delivery.

The JPA structure allows TCRTA to function as a **single regional transit operator** rather than maintaining separate municipal systems. Prior systems (listed below) were consolidated in TCRTA to create shared administrative functions, shared fleet and maintenance resources, unified dispatching and operations, regional scheduling, and reduced overhead costs service planning, such as:

- Dinuba Area Regional Transit (DART)
- Tulare InterModal Express (TIME)
- Tulare County Area Transit (TCaT)

This structure allows transit funding to be pooled and managed regionally rather than each city independently operating and funding separate transit systems. Overall, TCRTA’s funding structure is centered on regionalization and economies of scale. The JPA model allows multiple jurisdictions to collectively support transit through pooled state, federal, and local revenues while reducing duplication between formerly independent transit systems.

TABLE 0-3: KEY OPERATING DATA FOR TCRTA (NTD 2024) (DR SUMMARY)

NTD ID	90310
Service Area Population	160,578
Service Area	124 square miles
Modes Operated	Demand Response, Fixed Route
Annual Unlinked Passenger Trips (UPT)	63,510
Annual Vehicle Revenue Miles (VRM)	312,781
Annual Vehicle Revenue Hours (VRH)	20,966
Vehicles Operated in Maximum Service (VOMS)	19

Vehicles Available for Maximum Service (VAMS)	33
Total Operating Expenses	\$4,500,000 (approx.)
Operating Expense per UPT	\$70.55
Operating Expense per VRM	\$21.67
Primary Funding Sources	Federal (39.8%), Local (27.9%), State (27.1%)

Relevance to PVTA

- TCRTA is the most structurally analogous peer to PVTA. Both are California JPAs formed under the same enabling legislation (Government Code Section 6500 et seq.) with boards composed of elected officials from member cities and a county government.
- TCRTA's service area population of approximately 268,000 is the closest to PVTA's 252,880 among the selected peers, making direct operating comparisons more meaningful.
- Both agencies, TCRTA and PVTA, rely on purchased transportation contracts to deliver all revenue service, indicating a similar organizational approach where the JPA functions as a planning and administrative body rather than a direct operator.
- TCRTA's experience consolidating multiple independent municipal transit systems (DART, TIME, TCaT) into a unified regional operator in 2020 is directly relevant to any future discussions about expanding PVTA's service scope, adding member jurisdictions, or consolidating services.
- TCRTA's inclusion of the Tule River Indian Tribe of California as a member agency in 2022 demonstrates flexibility in JPA membership beyond traditional municipal boundaries.
- TCRTA's on-demand TCRTA Transport microtransit service, accessible via mobile app within designated zones, provides a model for how a JPA of PVTA's size could introduce technology-enabled, flexible service alongside traditional demand-response operations.

6.4 Pioneer Valley Transit Authority

Springfield, Massachusetts | NTD ID: 10008

Agency Overview

The Pioneer Valley Transit Authority (Pioneer Valley) is the largest regional transit authority (RTA) in Massachusetts, providing fixed route bus and demand-response paratransit services across 24 member communities in Hampden, Hampshire, and Franklin counties in western Massachusetts. The authority serves a 627-square-mile service area with a population of approximately 583,000, spanning a mix of urban, suburban, and rural communities. Pioneer Valley operates approximately 44 fixed routes seven days a week across two primary service areas: the Springfield metropolitan

area and the Amherst/Northampton/Easthampton area (which includes service to the University of Massachusetts Amherst and other Five College Consortium institutions). All transit services are delivered through purchased transportation contracts with private operators, including Springfield Area Transit Company (SATCO), Valley Area Transit Company (VATCO), and UMass Transit Services. Pioneer Valley also provides ADA complementary paratransit within three-quarters of a mile of all fixed routes and demand-response van service for seniors aged 60 and older.

Pioneer Valley was established in 1974 under Chapter 161B of the Massachusetts General Laws, which authorizes the creation of regional transit authorities across the Commonwealth. While not structured as a JPA in the California legal sense, Pioneer Valley functions as a functionally equivalent intergovernmental body. The authority is governed by an advisory board composed of the chief elected official (mayor, city manager, or select board chair) from each of its 24 member communities, plus one representative of the disabled commuter population and one representative of the local rider community. The advisory board has authority to appoint the administrator, approve budgets, and approve significant changes in service or fares. Member municipalities pay annual local assessments to Pioneer Valley, which may not increase by more than 2.5% per year under state law, plus each member's share of costs for any new service. Funding is derived from a combination of state appropriations, federal grants, local assessments, farebox revenue, and advertising.

Funding and Cost Sharing

Pioneer Valley is funded through a combination of Massachusetts state operating assistance, federal transit grants, local municipal assessments, fare revenue, and advertising income. While Pioneer Valley is not organized as a California-style Joint Powers Authority (JPA), it functions similarly as a regional intergovernmental transit entity under Chapter 161B of Massachusetts General Laws, allowing multiple municipalities to jointly fund and govern a regional transit system.

The largest source of funding for Pioneer Valley comes from the Commonwealth of Massachusetts through annual appropriations administered by the Massachusetts Department of Transportation (MassDOT). Massachusetts RTAs receive state contract assistance to support transit operations, capital needs, and debt obligations.

Each member municipality pays an annual local assessment to Pioneer Valley as part of the regional funding structure. Under Massachusetts law:

- Local assessments generally cannot increase by more than 2.5% annually
- Member communities are also responsible for contributing toward the cost of any new or expanded services

This creates a structured regional cost-sharing framework where communities collectively support baseline transit service while also participating financially in service enhancements that directly benefit their jurisdictions.

Overall, Pioneer Valley's funding structure is built around regional cooperation, state support, and shared municipal participation. The authority blends state-controlled operating assistance with

local assessments and federal grants to deliver transit service across a diverse multi-county region while distributing governance and financial responsibility among its member communities.

TABLE 0-4: KEY OPERATING DATA FOR PIONEER VALLEY (NTD 2024) (DR SUMMARY)

NTD ID	10008
Service Area Population	582,689
Service Area	627 square miles
Modes Operated	Fixed route and demand response (100% purchased transportation)
Annual Unlinked Passenger Trips (UPT)	186,742
Annual Vehicle Revenue Miles (VRM)	1,871,621
Annual Vehicle Revenue Hours (VRH)	118,518
Vehicles Operated in Maximum Service (VOMS)	86
Vehicles Available for Maximum Service (VAMS)	137
Total Operating Expenses	\$10,600,000 (approx.)
Operating Expense per UPT	\$56.85
Operating Expense per VRM	\$6.89
Primary Funding Sources	State (63.3%), Local (16.6%), Directly Generated (10.3%), Federal (9.8%)

Relevance to PVTA

- Pioneer Valley’s governance model demonstrates how an intergovernmental transit authority can scale to serve 24 distinct municipalities across a large geographic area while maintaining local representation through an advisory board of elected officials.
- Like PVTA, Pioneer Valley relies entirely on purchased transportation to provide revenue service operations. Purchased transportation accounts for approximately 87.2% of Pioneer Valley’s total operating expenses, compared to 79.5% for PVTA, demonstrating that a contract-operated service delivery model can effectively support large-scale, multi-jurisdictional transit operations.

- Pioneer Valley’s local assessment model, which caps annual increases at 2.5% and ties each community’s share to the service it receives, offers a potential framework for equitable cost-sharing among PVRTA’s member cities.
- Pioneer Valley’s demand-response cost per trip (\$56.85) is higher than PVRTA’s (\$46.21), illustrating the cost pressures associated with operating demand-response paratransit alongside fixed route service in a larger, more geographically dispersed service area.
- The partnership with university transit services (UMass Transit) demonstrates how a regional authority can further integrate and/or expand institutional transportation programs into a broader public transit network, a model that could be relevant given the presence of several colleges and universities in the Pomona Valley.
- While Pioneer Valley operates at a significantly larger scale than PVRTA, its organizational structure as an authority that plans, funds, and contracts for service rather than directly operating vehicles is directly parallel to PVRTA’s approach.

Key Findings and Implications for PVRTA

The peer review reveals several findings relevant to PVRTA’s current operations and future planning:

- PVRTA is the smallest of the four agencies by every measure of scale: ridership, fleet size, vehicle revenue miles, and operating budget. This reflects PVRTA’s focused role as a demand-response-only provider serving four member cities, rather than a limitation of the JPA model itself. **Both SunLine and TCRTA demonstrate that the California JPA framework is capable of supporting much larger and more diversified transit operations.**
- PVRTA’s operating cost per trip (\$46.21) is consistent with demand-response service nationally. When comparing demand-response service specifically, PVRTA’s cost per DR trip is lower than Pioneer Valley’s (\$56.85), **suggesting that PVRTA might operate its core service mode efficiently relative to peers of much larger scale, but differences in scale and service provision are important factors here as well.**
- The purchased transportation model is the dominant service delivery approach among the peers. PVRTA (79.5%), TCRTA, and Pioneer Valley (87.2%) all contract out 100% of their revenue service, with the JPA or authority functioning as a planning, funding, and oversight body. **This confirms that PVRTA’s current operating model is well-aligned with peer practice.**
- TCRTA’s recent formation (2020) through consolidation of multiple independent municipal transit systems offers a directly applicable case study for how regional coordination can be achieved through a JPA. **The consolidation achieved uniform fares, streamlined routes, and administrative efficiencies while preserving local representation on the governing board.**
- **Pioneer Valley’s local assessment model, which links funding contributions to service received and caps annual increases at 2.5%, offers a structured and equitable approach to cost-sharing that PVRTA could adapt for its member cities.**

- PVRTA's funding is almost entirely local (96.2% of operating funds), in contrast to peers that draw substantially on state and federal sources. Pioneer Valley, for example, receives 63.3% of its operating funds from state government. **Diversifying funding streams through state and federal grants could meaningfully expand PVRTA's service capacity and reduce reliance on member city contributions.**

These findings reinforce that the JPA model provides a flexible and effective governance framework for multi-jurisdictional transit. PVRTA's operational efficiency within its current scope is competitive with larger peers on a mode-specific basis. **Looking ahead, the peer experiences suggest that expanding service modes, pursuing additional federal and state funding, and exploring service consolidation opportunities will strengthen PVRTA's role as a mobility provider in the Pomona Valley.**

6.5 Differing Operational Model Peer Review

The following section expands upon the existing Operational Considerations Peer Review, which primarily focused on comparing operational data, funding structures, governance frameworks, and overall service delivery characteristics among peer transit agencies. Building on that foundation, this section shifts the focus toward future-oriented considerations associated with potential service delivery models and implementation strategies that may emerge from the recommendations developed as part of this project.

The intent of this discussion is to provide additional context on how different transit and mobility service models have been implemented, managed, and adapted by peer agencies in response to changing operational needs, customer expectations, funding realities, and evolving mobility trends.

To support this effort, two peer agencies were analyzed in greater detail to better understand how their service delivery approaches, operational structures, and deployment strategies may provide insight into potential opportunities, challenges, and lessons learned applicable to this study area and its future transit framework recommendations.

6.5.1 GoMonrovia – City of Monrovia, CA

GoMonrovia is Monrovia's municipal transportation program, launched in 2018 as a public-private partnership with Lyft. The service replaced the city's legacy dial-a-ride program with a two-tier model: a subsidized Lyft rideshare¹ service open to the general public, and a retained ADA-accessible service for eligible riders.

- **GoMonrovia Lyft Pass (General Public)** On-demand rides are provided by Lyft drivers through the Lyft app and are available to anyone 18 years of age or older who lives, works, or visits Monrovia. Riders are not required to complete any separate registration process to use the service. Instead, users simply enter the code "GOMONROVIA" within the Lyft app to

¹ A Transportation Network Company (TNC) is a company that uses a digital platform or mobile application to connect passengers with drivers who provide transportation services using personal vehicles. Common examples include Uber and Lyft.

access the program benefits. Under the program structure, riders pay the first \$6.00 of each trip, while the City subsidizes up to \$15.00 of the remaining trip cost. Any fare amount exceeding the subsidy limit is the responsibility of the rider. According to the program website, the subsidy applies only to Lyft Standard and Wait & Save ride types.

- **Monrovia Transit (Paratransit/DAR)** The service operates as a curb-to-curb shuttle utilizing ADA-accessible vans equipped with wheelchair lifts to accommodate passengers with mobility needs. Eligibility for the service is limited to seniors aged 62 and older, as well as individuals with disabilities. To participate, riders must complete a one-time application process and provide documentation verifying eligibility.

The fare for the service is \$0.50 per one-way trip. Rides may be scheduled in advance by phone, with medical trips eligible for reservations up to 30 days ahead and all other trip purposes available for scheduling up to two days in advance. In addition to advance reservations, eligible riders may also request on-demand trips through the Lyft app, providing a more flexible same-day travel option.

The city contracts with a private operator for turnkey management of Monrovia Transit (vehicle operations, maintenance, drivers) and dispatch/concierge services for the Lyft program. Prior to transitioning to the GoMonrovia mobility model, the City of Monrovia operated a traditional dial-a-ride program with an annual budget of approximately \$1 million. Following implementation of GoMonrovia, approximately \$640,000 of that existing annual budget was reallocated toward subsidizing Lyft trips as part of the city's partnership with the Transportation Network Company (TNC), while the remaining funding continued to support ADA-accessible services, administration, concierge/dispatch functions, and contracted transit operations. Lyft provides the ride-hailing platform, driver network, and technology for the general public service. The Lyft app also serves as the on-demand booking interface for Monrovia Transit, providing requests to city-contracted shuttle drivers rather than Lyft's own driver network.

6.5.2 MoGo (Morgan Hill Quick Ride) – Morgan Hill, CA

MoGo (Morgan Hill Quick Ride) was Morgan Hill's on-demand microtransit pilot program. The program launched in September 2022 and operated through February 15, 2025. The City of Morgan Hill partnered with RideCo for a turnkey solution, which provided dynamic on-demand routing software and operations support, to deliver a flex-stop on-demand microtransit service. The service ended after roughly two and a half years due to the lack of an identifiable permanent funding source and high per-ride operating costs.

MoGo Service Model: Passengers were picked up and dropped off at flex or virtual stops throughout the city, positioned within a 10-minute walk of all neighborhoods. Stops were located at key locations such as downtown, shopping centers, schools, recreation facilities, businesses, and community spaces. Rides could be booked on-demand or prescheduled through the MoGo mobile app, website, or by phone. This was not a TNC/rideshare subsidy model (like GoMonrovia); **the city contracted**

directly with RideCo for turnkey software and operations, and dedicated vehicles were dispatched through the RideCo platform.

- **Eligibility and Fares.** The service was open to the general public and did not require riders to complete any registration process or eligibility screening to utilize the service. Fares ranged from \$1.00 to \$2.50 per one-way trip, depending on the trip type or service structure in place at the time.

At the time the service was discontinued, the average operating cost was approximately \$29.50 per passenger trip, highlighting the high cost associated with delivering the service. Fare revenue recovered only about 4% of the direct operating costs, indicating that the service relied heavily on public subsidy to maintain operations.

The program was funded through 2016 Measure B Innovative Transit Service Models program funds, intended to support new/innovative transit service models addressing first/last mile connections and service for transit-dependent and vulnerable populations. These funds were used as pilot or seed funding.

Additional Takeaways and Implications for PVRTA

- PVRTA currently operates a single-mode demand-response service through a single purchased transportation contract with Transdev and includes a contract with Uber. **GoMonrovia demonstrates a hybrid model where the agency manages distinct service tiers under one program brand: a TNC subsidy for the general public and a contracted on-demand service for ADA-eligible riders and general public.** If PVRTA were to adopt a similar approach, it could potentially serve a share of ambulatory, general-public riders through a lower-cost TNC partnership while reserving its dedicated accessible fleet for the 35 to 38 percent of trips that require a mobility assistance device. However, this would require PVRTA to set operating rules for how trips get assigned to each service and this runs the risk of bifurcating the fleet available and operational flexibility to serve the trips efficiently.
- GoMonrovia's operating model shifts vehicle provision, driver staffing, maintenance, and insurance to the TNC provider, with the city's role limited to subsidy administration, concierge/dispatch services, and program oversight. This fundamentally changes the cost structure from a per-vehicle-hour contract to a per-trip subsidy, meaning the agency (and city members) only pays when rides are taken. **For PVRTA, introducing a gateway within Spare to help manage self-service demand for Uber could improve oversight of trip assignments, increase opportunities for shared rides, preserve flexibility across the available fleet resources, and better manage overall operating costs.**
- MoGo's experience illustrates the risks of a dedicated-fleet microtransit model in a small, dispersed service area without sufficient ridership density and dedicated funding. **However, PVRTA serves an area with high population density and many destinations. Travel demand is high and the potential to combine trips into shared-ride solutions is high if the Spare algorithms are tuned to do so. Leveraging the Spare platform to assign trip requests to a dedicated ON-DEMAND fleet and using a TNC to add capacity at crunch times and to**

serve more difficult and expensive trips. The resulting impact could improve systemwide efficiency by leveraging the combination of dedicated and TNC fleets.

- **Both programs highlight the importance of a flexible and scalable technology platform selection in shaping service delivery.** MoGo used RideCo's proprietary routing software to dispatch dedicated vehicles, while GoMonrovia routes both Lyft rides and city shuttle requests through the Lyft app. It may be likely that the Flex Stop concept also limited ridership due to lack of physical permeance of the stop location, creating a barrier for riders to understand the service concept. Marketing the service citing how riders gain access to drivers is critical to the success of this model, otherwise riders get confused and implied distrust is artificially created. **PVTA's current procurement practice could be expanded to require that any contracted operator or technology vendor provide a unified booking platform capable of dispatching across multiple service types, whether dedicated fleet and/or TNC, giving the JPA flexibility to adjust the service mix over time without locking into a single delivery model.**
- If PVTA adopts a new operating model, the funding structure matters as much as the service design. GoMonrovia's durability stems from stacking multiple recurring fund sources, while MoGo's reliance on a single pilot grant led directly to discontinuation. **Any new model PVTA pursues should be paired with a diversified funding strategy that reduces dependence on local member city contributions and positions the JPA to access state and federal formula and discretionary programs.**

Any new model PVTA pursues should be paired with a diversified funding strategy that reduces dependence on local member city contributions and positions the JPA to access state and federal formula and discretionary programs.

6.6 Peer Review Summary

The peer review demonstrates that regional and community mobility providers across the country are increasingly shifting toward more flexible, technology-enabled, and customer-focused service delivery models that blend traditional demand-response services with newer mobility options, including microtransit, TNC partnerships, and unified mobility management platforms. While each peer agency operates within a different governance, funding, and operational context, several common themes emerged that are relevant to PVTA's ongoing and future service planning considerations.

PVTA currently operates a specialized demand-response service model through a single purchased transportation contract, with separate program categories and service offerings tailored to specific rider groups and trip purposes. While this structure has historically supported the mobility needs of member cities and eligible riders, the peer review suggests there may be opportunities to streamline service delivery, improve operational flexibility, and enhance overall customer experience through a more unified operating framework and brand.

One potential opportunity identified through the peer review is the transition toward a consolidated mobility management model under a single rebranded PVRTA service platform. Under this type of approach, riders can access services through one centralized registration, booking, and trip management system regardless of trip purpose or eligibility category. Rather than assigning vehicles or services based strictly on program type, trips could instead be dynamically assigned based on rider needs, vehicle availability, accessibility requirements, service type, and operating efficiency. Program eligibility, fare subsidies, and billing reconciliation could occur on the back end through integrated software and reporting systems, allowing PVRTA to maintain compliance with program funding requirements while simplifying the rider experience. This form of service can operate with blend of a dedicated and non-dedicated fleet.

The experiences of GoMonrovia and MoGo further illustrate how different service delivery approaches can significantly impact operating flexibility, cost structure, scalability, and long-term sustainability. GoMonrovia demonstrates how a hybrid model combining TNC partnerships with dedicated accessible transportation services can provide expanded mobility options while reducing reliance on dedicated fleet deployment for all trip types. Conversely, MoGo highlights some of the operational and financial challenges associated with maintaining a dedicated microtransit fleet in lower-density environments without long-term, sustainable funding sources. Together, these case studies reinforce the importance of aligning service design, technology platforms, fleet deployment strategies, and funding structures with local market conditions and long-term operational goals.

Looking ahead, PVRTA may wish to evaluate operating models that allow for greater flexibility in how trips are delivered across the service area. This could include a blended approach utilizing dedicated accessible vehicles for ADA and higher-needs trips, while integrating flexible service delivery options such as TNC partnerships, zone-based microtransit, or other mobility solutions for ambulatory riders and lower-density trip markets. Such an approach could improve fleet utilization, reduce marginal trip costs in certain service areas or periods, and create a more scalable framework for future mobility expansion.

Ultimately, the peer review reinforces that the JPA governance model provides PVRTA with the flexibility to evolve its service structure over time while continuing to coordinate mobility services across member jurisdictions. As mobility trends, customer expectations, and operational costs fluctuate, PVRTA is well-positioned to explore service delivery strategies that balance accessibility, operational efficiency, financial sustainability, and customer convenience within a unified regional mobility framework.

7.0 Recommendations



RECOMMENDATIONS

7.1 Recommended PVRTA Service Model

Transit demand, customer expectations, and mobility technology continue to evolve, requiring agencies to operate more flexibly and efficiently while still meeting the needs of diverse rider groups and funding programs. The following proposed service model is intended to modernize how PVRTA manages and delivers mobility services by leveraging technology, improving operational coordination, and creating a more responsive customer experience

Purpose

Make it easier for PVRTA to manage services, serve demand, collect and report metrics, and improve operating performance. Increase service understandability, access, ease of use, and responsiveness for riders.

The proposed operating concept is designed to:

- Increase flexibility, productivity, cost-effectiveness, and reporting for PVRTA.
- Better leverage your fleet capacity to serve demand more productively and to lower costs on a per trip served basis.
- Leverage the Spare platform algorithms to meet trip requests and service demand throughout the operating day to meet the service objectives of PVRTA and the cities.

7.2 Existing Constraints

The efficiency of current contractor is hampered by organizing services to fit into the wide range of programs and service types PVRTA supports into independent driver blocks. As such and according to the operating data, PVRTA contractor appears to be adding more service than is needed to meet mobility demand when viewed across all programs and service types. Adding additional layers of reporting, specifically if doing so constrains PVRTA's flexibility to an open fleet that focuses on commingle trips taken by residents of different cities. Operating vehicle blocks will reduce operating efficiency, productivity, and increase costs for PVRTA and the cities. Rather, a mobility broker model with an open fleet directive that optimizes the assignment of passenger requests to vehicles to yield service efficiency is recommended. The reporting and allocation of trips and costs to cities by residence of the passenger, pulled from their account profile during post-trip reconciliation and reporting, is a preferable strategy for PVRTA and the cities.

7.3 Proposed Service Model

Rather than defining services and operations around programs in driver blocks, the proposed service model suggests a focus first on how best to meet all the mobility needs for each day and use the associated service type and program labels using an open scheduling system where the rider profile flags service type for completed trips once services have been provided. This does NOT mean ignoring the needs of the riders and programs. The rider's needs (ambulatory, senior, PCA, etc.) and any associated program and funding related to the trip will be recognized when the trip is booked, when the trip is automatically assigned to a vehicle, and again in the reporting of the services provided. This includes allocating trips provided to the cities based on rider residence.

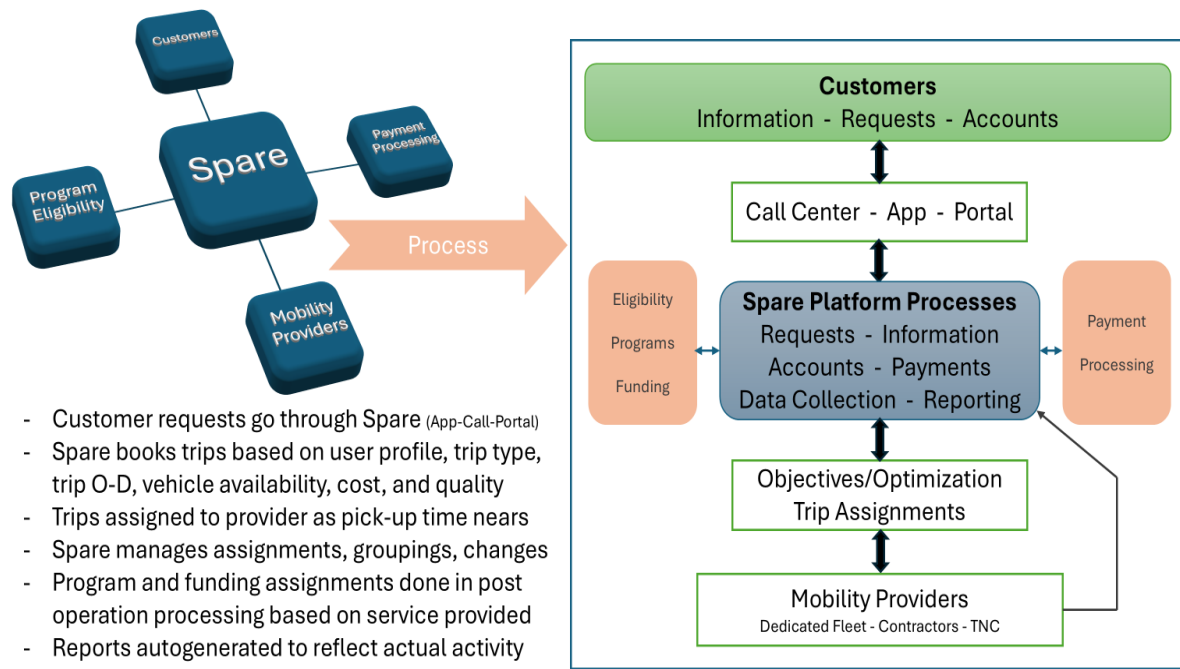
The proposed service model operates in the form of an automated mobility broker using open scheduling. Customers may book their trips in advance of the day of the travel or on the day of travel either for immediate response (like a ride hailing app) and/or as a will-call trip when returning from an appointment such as a medical visit. Adding automation does not prevent subscription trips. Subscription trips are auto assigned just like on-demand trips. In fact, efficiency, vehicle optimization and shared rides are defined in the routing algorithm as priorities. As opposed to vehicle blocks which are focused on independent driver routes with limited ability to amend passenger manifests.

The differences between how PVRTA's contractor operates currently and what is proposed are very slight but have significant impacts on how the scheduling platform algorithms function and vehicle assignment. Currently, trips are booked in advance and essentially slotted into vehicle work blocks for future performance. This has the effect of locking up capacity in advance. Then on the day of service, these fixed vehicle service blocks need to be shuffled around to adjust for changes – no shows, cancelation, traffic delays, driver call-outs, new ride requests, etc.

In the proposed model with open scheduling, the advanced trip requests that are booked go into a virtual cache to be served when and where (to/from) according to the booking. In addition, the customer profile characteristics, eligibility, and any associated program details are included in and considered by the algorithm when developing a strategy for grouping and sequencing the pick-up and drop-offs. Note that this “optimization” process continues to evolve and adjust as the day progresses based on work (rides) completed. So, for example, at 8:00AM a rider's trip booked for a 10:05 pick-up maybe virtually assigned to several vehicles during the intervening time. As the pick-up time approaches, the rider's trip will be locked into a best fit vehicle and the rider notified by way for confirmation of the vehicle, driver, time and place of the pick-up. The customer does not know that his/her trip is being dynamically reassigned, it is not meaningful information to the rider. The rider only knows that they have a booked trip for pick-up time and place. The notice that pick-up is eminent provides the rider with confirmation details. **Note, the proposed model does not include Group Services as those services are scheduled in advance and assigned to a specific vehicle. No changes in operations or service model are being recommended for Group Services.**

The diagram below illustrates how the mobility broker model functions.

PVTA Mobility Broker Operating Concept



There are essentially five main connected components and/or functions involved. These are the customer, program eligibility, payment processing, mobility providers, and the Spare central logic and processing all operating within an open scheduling process.

The **customer function** is primarily interested in service information (where, when, how much, how long, and how to), their account information (user profile and payment account), and making and seeing ride requests. Customers obtain service and account information and fulfill trip requests by communication with the Spare platform via the App, the web portal, or calling the call center.

Program eligibility addresses requirements, regulations, policies surrounding eligibility-based programs and funding. For example, senior programs, ADA eligibility, Medicaid, etc., the rider, and when the rider books a trip, their associated eligibility and program eligibility and funding will be confirmed. These will be stored in their user account profile and periodically will need to be checked for compliance and confirmed in Spare.

Payment processing assures the payment information stored in the rider's user account is valid, and Spare connects payment clearing houses to processing payments for rides. It also generates reporting and billing to programs for rides associated with agency programs.

Mobility providers are the contractors and services that fulfill the trips operated to meet the demand of PVTA customers. The providers may be directly operated services (drivers employed by PVTA), they may be one of more operations contractors working for PVTA, they may be taxi or TNCs under contract with PVTA. What is important is that these providers make up the mobility/vehicle capacity needed to serve travel demand when and where it is needed. Having multiple providers

and/or taxis and TNCs available helps adjust to demand and fulfill trips more efficiently, cost-effectively, and responsively.

Spare logic and functions, based on prebooked trips and historical operational data, can project the operating capacity required over the course of the next operating day. It uses algorithms, performance objectives, and logic to optimize and assign trips to vehicles, group trips, and sequence pick-ups and drop-offs over the course of the operating day to meet the requested demand and balance the service supplied to the requested demand.

7.3.1 Benefits

The proposed service model for PVTA will better utilize the agency resources and vehicle fleet by facilitating, managing, and balancing service demand and service supply. This will improve service productivity, cost-effectiveness, and service quality. Service can be better monitored and data collected will be used to generate both better services and more accurate and readily available reporting. This will improve customer experience and ratings. It will also provide PVTA with improved data and details for sharing with the cities and other funding partners.

7.4 Governance Recommendations

As stated in the introduction, PVTA is organized as a Joint Powers Authority (JPA) consisting of a partnership with the cities of Claremont, LaVerne, Pomona and San Dimas. Each city contributes a proportional share of general overhead and operational costs for consolidated services – Get About and Ready Now. This cost sharing is meant to benefit each city and help reduce costs in a service model where each city contributes a proportional share based on resident ridership percentage. Independently, cities also pay direct costs for programmatic services such as Claremont Dial-a-Ride, Group Rides and San Dimas Dial-a-Cab.

As part of the study's objective, PVTA and its member cities sought to determine whether a JPA is the best organizational structure for member cities to sustain, support, and fund transportation services for their residents and communities. Based on rider needs in each of the four cities and the cost to operate public transportation services, the answer to this question is – **YES**. The JPA structure removes barriers for riders and reduces transportation costs for each member city.

Policies often determine how the JPA operates and delivers its services. Below are suggested policy changes the PVTA Board could consider.

7.4.1 General Public Riders

The PVTA Board should review how it plans to address unmet transportation needs for general public riders. The study identified growing needs for the general public. This is most evident with students. Since there are new rail stations in Pomona and soon, Claremont, the PVTA Board should identify service needs for providing access to rail stations. Often described as first / last mile services, creating direct connections to new rail stations will help remove challenges the public has in reaching these regional transportation services.

7.4.2 Student Services

The study has identified a high growth of PVRTA services from students. Namely students traveling to/from the Claremont Colleges area. In addition, each member city have a college within their jurisdiction. As such, the PVRTA Board should consider defining a “student” rider category. This allows PVRTA to craft services and fares toward a student rider rather than categorize an enrolled student as a “general public” rider. It also aligns with recommendations during FY 2028-2030 funding years.

7.4.3 Artificial Intelligence

The growth and use of artificial intelligence (AI) is aggressively transforming many businesses. In the transit sector, AI is being used to assist in monitoring operations, conduct eligibility checks and other services. To proactively plan for the AI movement, the PVRTA Board should adopt a policy addressing how it plans to utilize AI in its business operations. The policy should define how staff can utilize AI services and provide disclosures to riders on how the organization will disclose its use of AI.

7.4.4 Service Alignment

Since its inception, PVRTA has adapted services to meet city priorities and community needs. The current service offering includes blended services – Get About and Ready Now as well as independent services – Claremont Dial-a-Ride, San Dimas Dial-a-Cab and Group Rides. While these services meet community transportation needs, there is doubt whether these independent services should continue to operate in isolation and allocate independent or dedicated resources to their operations. Much of the program specific operations approach is defined by funder’s requirements – strict eligibility rules Today, the requirements aren’t as prescriptive provided transportation providers can identify rides by service and funding type. Open fleet commingling has become widely used to help improve fleet optimization, increase passenger per revenue hour, and reduce operational costs. Open fleet commingling and tracking program costs was nearly impossible to accomplish with legacy-based dispatch technologies. The recent technology change to Spare, eliminates this barrier and provides PVRTA with the necessary ecosystem to easily identify trip type and purpose by funding source and city of residence. Using the Spare platform allows PVRTA to reduce policy restrictions and need to operate fleets in isolation by blocking runs and driver assignments. As such, it is recommended PVRTA review its current service and operational structure by eliminating dedicated program specific fleet block and driver assignment. This would allow for allocation where funding rules allows. It’s specifically recommended to:

- Redefine performance and efficiency goals that align with stronger fleet flexibility and open commingling.
- Reconfigure the Spare platform business rules where open fleet commingling, fleet optimization and share rides are a high business priority and align city specific program rules are defined.
- Align and uniform fares within programs – same cost for service regardless of city
- Consider rebranding PVRTA services to reduce rider confusion and better align services
- Develop key service performance KPI’s and measurements meant to focus on fleet optimization and efficiency aimed at reducing costs. This might mean, PVRTA may have to define how shared ride costs are shared between two member cities. By example, if a

ride originates in Pomona, heading to Claremont and pick ups a Claremont resident in Claremont. How are ride costs and sharing determined.

- Identify whether city member MOU's need to be amended to address any policy or service changes.

7.5 Strategic Opportunities and Recommendations

7.5.1 Immediate – 12 months

Below are recommended actions PVTA and its Board should consider focusing on during FY 2026-2027.

To better address economic and social impacts on PVTA Services, the Board should develop and adopt a 5-year strategic plan. To help craft the strategic plan, the Board should conduct a workshop or retreat focused on reviewing the study's recommendations and develop / adopt the PVTA 5-year strategic plan. This plan would set the framework for transitioning from a single contractor model to a hybrid brokered service model. It would also define steps PVTA will take to address operational and funding constraints, identify partnerships, determine internal versus outsourced services, and align city members with mutually beneficial outcomes.

To develop the 5-year strategic plan, it's recommended the Board conduct a Board retreat. Holding a Board workshop or retreat offers a dedicated, distraction-free environment for directors to align on organizational vision, tackle complex strategic planning, and strengthen team dynamics. These extended sessions provide the time needed for deep-dive discussions that are rarely possible during standard, fast-paced monthly or quarterly meetings. Key advantages include:

- **Deep Strategic Planning:** Allows the Board and leadership to step back from day-to-day operations to focus on long-term goals, emerging trends, and high-level organizational vision.
- **Enhanced Team Cohesion:** Fosters stronger interpersonal relationships, builds trust, and improves communication among Board members and the executive team through informal interactions and team-building exercises.
- **Clarifies Roles and Governance:** Provides a dedicated forum to clearly define Board and management responsibilities, review bylaws, and evaluate board performance without the pressure of a packed meeting agenda.
- **Crisis and Risk Management:** Enables proactive discussions regarding potential organizational risks, crisis communication strategies, contingency planning, and proactive .

Items to address / discuss during the workshop would include the following:

- Discuss fare and service alignment stabilization recommendations
- Review rebranding recommendation
- Strategy development
 - Member funding and equity
 - Five Year strategic plan development, goals and objectives

- Review Operating Model Selection - Unbundling contracted services
 - Service Model Review / Decision
- Vehicle acquisition, disposition plan
 - Vehicle maintenance plan
 - Standard operating procedures (SOP's)
- Operational changes
 - Interim strategy operations facility – use of city yard(s), Pomona Fairplex, other locations
 - RFP – Prepare for the operations contract to be issued in August. The RFP should be segmented as:
 - Independent Contracting
 - Dedicated provider
 - Non-dedicated provider(s)
- Technology – Dispatch, Fleet, Safety, Security (recommend separate procurement)
 - Build Stronger Reporting Tools
 - Operational – Develop reporting dashboards for operational transparency

7.5.2 Pomona Valley Transportation Coalition

The Pomona Valley has a unique set of challenges that member cities, PVRTA, and other transportation agencies could address if there were a formal working partnership or coalition in place to identify and address community transportation needs. Foothill Transit, Metrolink and LA Metro provide a set of public transit services. LA Access provides dedicated ADA services. PVRTA fills a much-needed gap by providing specialized transportation services to a wider group of residents. To better address and proactively plan for growing community needs, it's recommended that the PVRTA Board and city members formalize its relationships with other regional transportation providers by building a coalition to formally address gaps in service and provide a stronger voice for PVRTA members and riders. The coalition helps strengthen PVRTA's role, improve city member funding capability, and provides a framework to address community transportation and infrastructure needs. A subregional strategic transportation coalition could include leaders from:

- PVRTA member cities (council and city management)
- Foothill Transit
- Metrolink
- LA Access Services
- Colleges (11 total)
- Healthcare organizations
- PVRTA service area border cities – Glendora, Walnut, Charter Oak

7.6 Mid Term – Fiscal Years 2027 - 2030

The following are recommended activities that PVRTA should address from FY 2027-28 to 2029-30.

7.6.1 Board Workshop

Conduct an annual Board Workshop and revisit PVRTA's strategic plan. Adjust the plan and identify changes in services, review past year goals and objectives, reconfirm and/or define next set of goals.

7.6.2 Vehicle Acquisition and Replacement

Execute its vehicle replacement and acquisition plan. The study recommends PVRTA implement a hybrid ownership / lease purchase strategy. Ownership of existing vehicles should eventually sunset. The leased purchase strategy reduces costs for the following:

- **Maintenance facility** – a lease / maintenance contract reduces the need to have an operations facility with maintenance bays and staffing.
- **Fleet modernization** – a lease / maintenance contract provides PVRTA with the ability to easily modernize its fleet as needed. This includes easier transition to alternative fueled vehicles.

7.6.3 New Service and Funding

Develop a grant and program specific funding plan. This plan would align with any planned service expansion as well as objectives defined by the PVRTA Board and the recommended transit services coalition defined above. The study identified a number of service gaps and rider demand which would need to have a funding source. These identified services include:

- **Student Transportation** – definitive use and transit gaps / need for college students.
- **First / Last Mile connection to rail stations** – gaps in transit service to new rail stations.
- **Across boundary services** – community service need outside the PVRTA service area.
- **Access for All** – program funded by the CUPC for WAV rides in LA and San Bernardino counties.

7.6.4 Student Transportation Services

The study identified unmet need of student and other general public riders. There are 11 colleges / universities with an estimated 40,000 student population within PVRTA's service area. As such, it's recommended PVRTA work with area colleges and universities to identify service needs and interest in having colleges fund or subsidize service of its students. Developing a collaborative service offering could help address both growing need and any associated cost increases. The objective is to provide an avenue for rider and service growth without the demand for additional funding by City members.

- Develop formal relationships with colleges addressing transportation need and subsidized services

7.6.5 First / Last Mile Services

The study identified there is no dedicated general public service to existing and future rail stations located in member cities. The Gold or A-line extension have created gaps in service that PVTA could proactively address. It's recommended PVTA seek funding to conduct a microtransit study and funding plan. The study should include San Dimas Station, La Verne / Fairplex Station, Pomona North and Glendora Stations. This effort should be in cooperation with city members, Foothill Transit, LA Metro, Metrolink, and area colleges.

- Define First / Last Mile general public service strategy plan
 - Identify funding sources – submit grant request(s) for pilot
 - Implement pilot service

7.6.6 Expanded Service Area

Previous PVTA service include One Step Over the Line, a service that expanded rider connection within San Bernardino. Existing service include limited rides outside the current service area. PVTA should connect with border cities – Glendora, Citrus, Walnut, Covina, Montclair, Upland, Narod, San Antonio Heights, Ontario to:

- Assess interest in formalizing a relationship with area cities
 - Identify interest with neighboring cities who would like to join the JPA
- Review JPA structure for adding new city members
 - As commitment is secured, develop service expansion and new member funding strategy

7.6.7 Access for All

California's TNC Access for All Program, overseen by the CPUC, expands on-demand wheelchair-accessible vehicle (WAV) rides for people with disabilities. Funded by a \$0.10 fee on all rideshare trips (like Uber and Lyft), it operates through statewide and regional grants to decrease wait times and improve accessible transit. Each county has a designated recipient and Local Access Fund Administrator (LAFA). LA Metro is the local administrator for LA County. Recently, two services have been established which could operation within PVTA's service area. They are:

- LA Metro funded Access for All operated and managed by Butterfli Technologies. This service operates in LA County and the PVTA service area. Source: <https://www.metro.net/about/access-for-all/>
- State funded Access for All service operated by Via Transportation and Butterfli technologies. This service is funded by the State for San Bernardino and operates within the PVTA service area.

As a specialized transportation provider, PVTA can request funding under the Access for All program and/or become a qualified service provider participating in an existing AFA program in Los Angeles or San Bernardino county. Depending on the service contract, becoming a provider could offset funding from member cities thereby reducing the funding demand on city members.

- PVTA should evaluate securing funding and/or become a certified transportation service provider for AFA program in LA and San Bernardino counties. Becoming a certified provider could create new revenue for PVTA.

7.6.8 Operations Facility

As PVTA moves toward a fleet lease strategy, it may not need a full maintenance facility to operation from. As such, PVTA should seek to relocate its base operations within the PVTA service area. Ideally, operating from a member city yard would be the most cost-effective place to operate from. Short of this, there may be other public facilities or yards where PVTA can operate from. PVTA should conduct a real estate survey identifying possible locations to operate from. This includes having discussions with City Management.

7.7 Longer Term – Fiscal Year 2031

Longer Term Recommendations – 5 years

The following are recommended activities that PVTA should address from FY 2030-2031.

7.7.1 Board Workshop

Conduct an annual Board Workshop and revisit PVTA's strategic plan. Adjust the plan and identify changes in services, review past year goals and objectives, reconfirm and/or define next set of goals.

7.7.2 Strategic Workshop

Refine the PVTA strategic plan based on Board and member priorities.

Appendices

[Appendix A](#) – Market Analysis Report

[Appendix B](#) – Funding Matrix

Appendix B - Funding Matrix

Funding Programs Operations and Capital

agape conducted transit funding research focused on popular federal and state funding sources PVRTA is eligible for. The following provides a summary of funding and funding sources.

Federal Transit Administration (FTA)

Operations Funding

Section	Program Name	Eligible Services	Match Requirements
5310	Enhanced Mobility of Seniors and Individuals with Disabilities Formula Program	Acquisition of transportation services under a contract or volunteer driver programs to meet transportation needs of the elderly and persons with disabilities	50% USDOT/ 50% Non-USDOT, could be private sector contributions, local or state allocations, or other federal agencies – see https://www.transit.dot.gov/sites/fta.dot.gov/files/2021-04/ccam-federal-fund-braiding-guide-june-2020.pdf
5311	Rural Area Formula Program	Direct or contracted operating activities. Limited to nonurbanized areas.	General Public: 50% USDOT/ 50% Non-USDOT – both local intercity fixed route and local demand response services ADA Paratransit: 80% USDOT/ 20% Non-USDOT

Capital Funding

Section	Program Name	Eligible Services	Match Requirements
5303, 5304	Metropolitan, Statewide, and Non-Metropolitan Transportation Planning Programs	Developing transportation plans and programs	80% Federal / 20% Non-federal

5307	Urbanized Area Formula Program	Planning, engineering, and design of transit projects and technical studies; capital investments in bus and bus related activities;	80% Federal / 20% Non-federal
5310	Enhanced Mobility of Seniors and Individuals with Disabilities	Procurement of buses and vans, wheelchair lifts, transit technology systems	80% USDOT/ 20% Non-USDOT
5311	Rural Areas Formula Program	Replacement, rehabilitation, procurement of buses and related equipment and construction of bus-related facilities. 5339(c) provides funding for low/no-emissions vehicle and equipment procurement.	80% USDOT/ 20% Non-USDOT – see https://www.transit.dot.gov/sites/fta.dot.gov/files/2021-04/ccam-federal-fund-braiding-guide-june-2020.pdf

Detailed Summary

FTA Section 5310 Enhanced Mobility of Senior and Individuals with Disabilities

Section 5310 provides formula funding to expand mobility options and to meet special transportation needs for seniors and individuals with disabilities beyond traditional public transportation services and ADA paratransit services. Grant assistance is available to private non-profit corporations, private companies, or public agencies to provide safe, efficient and coordinated transportation services for elderly individuals and individuals with disabilities for whom public transportation is otherwise unavailable, insufficient, or inappropriate. 5310 allows for the procurement of accessible vans and buses, communication equipment, computer hardware and software, and Intelligent Transportation System (ITS) equipment for eligible applicants. [Federal law](#) requires that the project selection process be in compliance with a "locally developed, coordinated public transit-human services transportation plan," and that the plan be "developed and approved through a process that included participation by seniors, individuals with disabilities, representatives of public, private, and nonprofit transportation and human services providers and other members of the public" utilizing transportation services. These coordinated plans identify the transportation needs of individuals with disabilities, older adults, and people with low incomes, provide strategies for meeting these needs, and prioritize transportation services for funding and implementation.

Based on Census data, the formula funds are apportioned to each State based on the number of older adults and individuals with disabilities and allocated by area:

- Large UZAs: 60%
- Small UZAs: 20%
- Rural: 20%
- States can transfer small urban or rural allocations to large UZA's but not the other way around.

FTA Section 5339 (a-c) Bus and Bus Facilities Grants

The Grants for Buses and Bus Facilities Program makes federal funding available to states and designated recipients to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities.

The federal share for this program is 80%, with some exceptions. Clean Air Act (CAA) and Americans with Disabilities Act (ADA) eligible vehicles are eligible for an 85% federal share and CAA and ADA eligible cost directly related to vehicle equipment or facilities are eligible for a 90% federal share. In Georgia, the remaining non-federal match is required from local sources (i.e., no state match is provided).

Section 5339(a) provides funding through formula allocations. Eligible Recipients include designated recipients that operate fixed-route bus service or that allocate funding to fixed-route bus operators; and State or local governmental entities that operate fixed-route bus service that are eligible to receive direct grants under Sections 5307 and 5311. Funds are intended to supplement urban and rural formula grant programs (5307 and 5311, respectively). Funds for subrecipients of WisDOT are allocated based on the request of the subrecipients, demonstration of need, and the availability of funds.

The program also includes two discretionary components for which FTA issues solicitations for proposals when funds are available:

- Section 5339(b) is a bus and bus facilities competitive program based on asset age and condition;
- Section 5339(c) is a low or no emissions bus and bus facility competitive program focused on deployment of the cleanest and most energy efficient transit buses not yet widely deployed in transit fleets.

Eligible applicants for both 5339(b) and 5339(c) include direct recipients of FTA grants under the Section 5307 Urbanized Area Formula program and States. Proposals for projects in rural (non-urbanized) areas must be submitted as part of a consolidated State proposal.

For Section 5339(b), FTA is required to “consider the age and condition of buses, bus fleets, related equipment, and bus-related facilities” in selecting projects for funding. Accordingly, FTA prioritizes projects that demonstrate how they will address significant repair and maintenance needs, improve the safety of transit systems, deploy connective projects that include advanced technologies to connect bus systems with other networks, and support the creation of ladders of opportunity.

The Section 5339(c) “Low No” Program provides funding through a competitive process to States and transit agencies to purchase or lease low or no emission transit buses and related equipment, or to lease, construct, or rehabilitate facilities to support low or no emission transit buses. The program provides funding to support the wider deployment of advanced propulsion technologies within the nation’s transit fleet. No emission examples include electric, hydrogen, or fuel cell vehicles. Low emission examples include CNG and hybrid vehicles. Because of the program’s emphasis on clean fuels, the higher federal shares of 85% for vehicles and 90% for vehicle equipment and facilities apply.

Federal Grant Programs

The Bipartisan Infrastructure Law, as enacted in the Infrastructure Investment and Jobs Act, was signed into law by President Biden in November 2021 and is the largest federal investment in public transportation in the nation's history. The legislation reauthorizes surface transportation programs for FY 2022-2026 and provides advance appropriations for certain programs. The Bipartisan Infrastructure Law authorizes up to \$108 billion to support federal public transportation programs, including \$91 billion in guaranteed funding. Below is a summary of available grant programs.

Title	Description	Grant Type
<u>Accelerating Innovative Mobility</u>	Accelerating Innovative Mobility (AIM) will highlight FTA's commitment to support and advance innovation in the transit industry.	Competitive
<u>Areas of Persistent Poverty Program</u>	This program provides competitive funding for planning studies or financial plans to improve transit services in areas experiencing long-term economic distress.	Competitive
<u>Community Project Funding/Congressionally Directed Spending</u>	Community Project Funding (CPF) is Congressionally directed spending. All projects were specifically allocated funding in the FY22 Consolidated Appropriations Act and are for the projects listed in the Joint Explanatory Statement (JES).	Competitive
<u>Enhancing Mobility Innovation</u>	FTA's Enhancing Mobility Innovation program advances a vision of mobility for all – safe, reliable, equitable, and accessible services that support complete trips for all travelers. The program promotes technology projects that center the passenger experience and encourage people to get on board, such as integrated fare payment systems and user-friendly software for demand-response public transportation.	Competitive
<u>Helping Obtain Prosperity for Everyone Program</u>	In keeping with the U.S. Department of Transportation's focus on addressing the deteriorating conditions and disproportionately high fatality rates on our rural transportation infrastructure, FTA's Helping Obtain Prosperity for	Competitive

	Everyone (HOPE) Program supports projects that will address the transportation challenges faced by areas of persistent poverty.	
Human Resources & Training - 5314 (b)	Provides for grants or contracts for human resource and workforce development programs as they apply to public transportation activities.	Competitive
Innovative Coordinated Access and Mobility Grants	This program provides competitive funding to support innovative capital projects for the transportation disadvantaged that will improve the coordination of transportation services and non-emergency medical transportation services.	Competitive
Integrated Mobility Innovation	FTA's Integrated Mobility Innovation (IMI) Program funds projects that demonstrate innovative and effective practices, partnerships and technologies to enhance public transportation effectiveness, increase efficiency, expand quality, promote safety and improve the traveler experience.	Competitive
Low or No Emission Grant Program - 5339(c)	Provides funding through a competitive process to states and transit agencies to purchase or lease low or no emission transit buses and related equipment, or to lease, construct, or rehabilitate facilities to support low or no emission transit buses. The program provides funding to support the wider deployment of advanced propulsion technologies within the nation's transit fleet.	Competitive
Mobility, Access & Transportation Insecurity: Creating Links to Opportunity Research and Demonstration Program	Funds a research and demonstration effort to improve people's access to affordable transportation, especially in areas that currently lack efficient and convenient transit options and measure the effect of reducing transportation insecurity through improved mobility access on people and their communities.	Competitive

Public Transportation Innovation - 5312	Provides funding to develop innovative products and services assisting transit agencies in better meeting the needs of their customers.	Competitive
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Source: <https://www.transit.dot.gov/grants?page=0>

State of California

Transit and Intercity Rail Capital Program

The Transit and Intercity Rail Capital Program (TIRCP) was created by Senate Bill (SB) 862 (Chapter 36, Statutes of 2014) and modified by Senate Bill 9 (Chapter 710, Statutes of 2015), to provide grants from the Greenhouse Gas Reduction Fund (GGRF) to fund transformative capital improvements that will modernize California's intercity, commuter, and urban rail systems, and bus and ferry transit systems, to significantly reduce emissions of greenhouse gases, vehicle miles traveled, and congestion. Through the seven cycles of TIRCP funding, the California State Transportation Agency (CalSTA) has awarded more than \$11.5 billion in funding to 153 projects throughout the state. The legislation of these bills is established in Sections 75220 through 75225 of the Public Resources Code (PRC). Senate Bill 840 (Chapter 121, Statutes of 2025) extended the Cap-and-Invest Program that supports the TIRCP through 2045. SB 1 (Chapter 5) continues to provide a historic funding increase for transportation with funds directed to the TIRCP from the Public Transportation Account for new programming.

SB 125 (2023) Transit Program

SB 125 (Chapter 54 of the Statutes of 2023) guides the distribution of \$4 billion in General Fund through TIRCP on a population-based formula to regional transportation planning agencies, which will have the flexibility to use the money to fund transit operations or capital improvements. The budget also establishes the \$1.1 billion Zero-Emission Transit Capital Program, also administered by CalSTA, to be allocated to regional transportation planning agencies on a population-based formula and another formula based on revenues to fund zero-emission transit equipment and operations. In addition, the budget established an accountability program to govern the distribution of these funds as well as a Transit Transformation Task Force to develop policy recommendations to grow transit ridership, improve the transit experience and address long-term operational needs. The final report to the legislature was delivered in 2025.

[More information on these programs is available on the SB 125 webpage.](#)

2026 Programming Cycle

The 2026 TIRCP grant cycle will program projects starting with the 2026-27 fiscal year and ending with the 2030-31 fiscal year. The new program cycle will include previously awarded and active projects that have not been fully allocated by the end of the 2025-26 fiscal year, and projects selected with the 2026 cycle. Applications for 2026 Cycle funding ended in May.

Senate Bill 1 (SB 1): The Road Repair and Accountability Act of 2017 generates roughly \$5.5 billion annually across all transportation sectors, with about \$350 million specifically dedicated to public transit. This funding is split into two key categories:

- **State Transit Assistance (STA):** Provides roughly \$250 million annually via population and revenue-based formulas for operations and capital infrastructure.
- **State of Good Repair (SGR):** Provides about \$105 million annually for transit maintenance and repairs.

Transit and Intercity Rail Capital Program (TIRCP): A major competitive state grant program funded by the Greenhouse Gas Reduction Fund (GGRF) and cap-and-trade revenues, dedicated to capital improvements that modernize and expand transit systems.

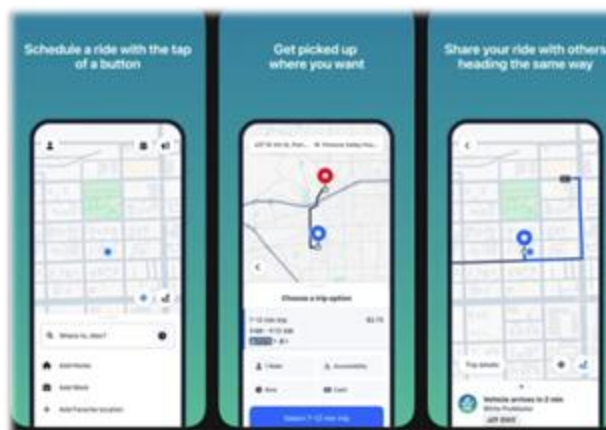
Low Carbon Transit Operations Program (LCTOP): Provides annual operating and capital assistance to transit agencies to reduce greenhouse gas emissions, specifically prioritizing disadvantaged communities.

State Transportation Improvement Program (STIP): A multi-year capital improvement program where regional entities program state funds (including SB 1 revenues) for various transportation projects, including local transit improvements.

Transportation Development Act (TDA): One of the largest continuing sources of funding for public transit, generated from a ¼ percent of the state's general sales tax. TDA revenues are returned to local counties and distributed to transit operators for both capital and operational needs.

The **State of California TNC Access for All Program** increases transportation equity for people with disabilities, particularly those needing **Wheelchair Accessible Vehicles (WAVs)**. It is funded by a \$0.10 fee on every rideshare (e.g., Uber, Lyft) trip in the state, and has been extended through 2032.

- **Local Administration:** Local Access Fund Administrators (**LAFAs**) and the **Statewide Access Fund Administrator (SAFA)** partner with local access providers to establish and expand on-demand WAV programs. LA Metro is the local administrator for Los Angeles County. The California Public Utilities Commission (CUPC) oversees the state-wide program.



Pomona Valley Transportation Authority

Market Analysis Report

April 2026

Contents

Project Background/Introduction.....	4
Get About and Ready Now Analysis	5
Market Conditions.....	5
Ridership.....	5
PVTA Service Area Market Analysis	5
Operating Environment.....	6
Population Density	6
Employment Density	8
Age Groups	9
Households in Poverty	12
Zero Vehicle Households.....	13
Transit Propensity	14
Operational Characteristics	17
Historic Travel Flows	17
Member Cities Travel Flow Analysis	23
Pomona Travel Flows	23
Claremont Travel Flows (FY 2025) –ALL SERVICES	24
San Dimas Travel Flows (FY 2025) –ALL SERVICES	25
La Verne Travel Flows (FY 2025) –ALL SERVICES	26
Existing Service Analysis	28
Productivity and Ridership.....	28
Annual Trips by Program Type	30
Trip Status	31
Trips by Resident City	32
Unique Rider Analysis	33
Cross-Jurisdictional Service is the Dominant Pattern	33
Funding Programs and Rider Residency.....	34
Program Eligibility Scope Shapes Rider Mix.....	35
Considerations for Program Structure and Cost Attribution	36
Mobility Device Summary	37

Project Background/Introduction

The Pomona Valley Transportation Authority (PVRTA) plays a critical role in providing mobility services to residents of Claremont, La Verne, Pomona, and San Dimas. As a joint powers authority (JPA) formed by these four member cities, PVRTA delivers a range of demand-response services, including traditional dial-a-ride (DAR) and on-demand transportation options that primarily serve seniors, individuals with disabilities, and the general public. These services are essential to ensuring equitable access to healthcare, employment, education, and other daily needs across the region.

PVRTA's current service delivery model combines a dedicated contractor, with supplemental partnerships through transportation network companies (TNCs) such as Uber. This hybrid approach allows PVRTA to provide both traditional, wheelchair-accessible services and more flexible on-demand options. However, like many transit providers nationwide, PVRTA is experiencing rising operating costs driven by increases in labor, fuel, maintenance, and facility expenses. At the same time, evolving customer expectations and advancements in mobility technology present new opportunities to improve service delivery. In response, PVRTA is undertaking this Feasibility Study to evaluate the long-term sustainability and effectiveness of its current service model and to identify opportunities for innovation and improvement. A key component of this effort includes a focused assessment of the City of Claremont's Dial-a-Ride and Group Services, which operate alongside PVRTA's members and require thoughtful integration to ensure cost efficiency and service consistency within the broader JPA framework.

This study will comprehensively assess existing operations, analyze performance and cost-effectiveness, and evaluate a range of alternative service delivery models. The analysis is divided into two separate sections meant to evaluate two main elements of PVRTA's service model.

- Are city members spending less or more money with a cost sharing model versus independently contracting for Get About and Ready Now services?
- Based on historical ridership data and trends, what types of service models should PVRTA consider changing to?

These analysis will lead to service model recommendations which include brokerage approaches, expanded partnerships with TNCs and taxi providers, and potential in-house operational structures. Each alternative will be evaluated based on financial sustainability, operational feasibility, governance considerations, and the ability to meet federal requirements, including Title VI and Federal Transit Administration (FTA) guidelines. Through this process, the project team will develop data-driven, actionable recommendations that balance cost control with high-quality, customer-focused service. The study will also identify opportunities to enhance mobility options, improve customer experience, particularly in areas such as trip reservations, fare payment, and real-time information, and strengthen regional coordination with partner cities and service providers. Ultimately, this Feasibility Study will provide PVRTA with a clear roadmap for the future of its demand-response and on-demand services. The final recommendations will include an implementation strategy outlining policy considerations, funding opportunities, and transition steps to support a seamless and effective evolution of services. By aligning operational efficiency with community needs, PVRTA will be positioned to expand access to mobility, improve connectivity to key destinations, and reduce transportation barriers for seniors, individuals with disabilities, and the broader community.

Get About and Ready Now Analysis

The Get About transportation basic service provides advanced - reservation, door to door transportation to seniors 65 years of age and above and individuals with disabilities certified eligible by PVTA. Requests for service may be made up to seven (7) days in advance. Trips taken on a regular basis on the same day and time can be set up as subscription trips. Get About is an area wide service offering direct transportation throughout the cities of Claremont, La Verne, Pomona, and San Dimas. Get About offers service to destinations beyond the four cities as far west as Grand Avenue and to the east to the Montclair Place Mall, Montclair Transit Center, and the Montclair Hospital Medical Center. In addition to the basic service, Get About provides one premium service – Ready Now.

Get About also offers a same-day premium service called Ready Now, which is partially funded by FTA 5310 grant funds. Ready Now was originally operated primarily as a taxi-based program; however, following the closure of the cab company, the service is currently provided through a combination of the PVTA's dedicated fleet and Transportation Network Company (TNC) partners - Uber.

The base fare for Get About is \$2.75 per one-way trip; the extended western service area is \$3.75 per one-way trip, and Ready Now's fare is \$4.50 for a one-way trip.

Market Conditions

Get About has followed the same service model for over 20 years, but its mix of rides has shifted. The dedicated fleet once handled about 80% of trips, but by FY22 that share dropped to 54%, with taxis covering 46% of ride requests. Overall ridership fell during the pandemic, down about 50% from FY19. Market conditions change rapidly during the pandemic and the ability to group trips sharply declined. Additionally, cab driver shortages caused longer wait times and reduced capacity, leading PVTA to add dedicated vehicles at a much higher cost. It's important to note that PVTA is not alone with changing ridership caused by the pandemic. Nationally, every transit and specialized transportation provider ridership and market drastically changed. Rider recovery is still evolving, and most transit agencies have been forced to address these changes through network redesign. While not a traditional transit agency, PVTA falls into this category in some respect because the market and ridership have changed. Factor in rising costs to the changing rider landscape and the parallel impact has resulted in exactly where PVTA is – the need to study its operations and determine whether PVTA should change or alter its service model.

Ridership

PVTA Service Area Market Analysis

Pomona Valley Transportation Authority (PVTA) and its consultant team conducted a comprehensive and ongoing analysis of historic Ecolane and current Spare data including ridership, origin-destination patterns, service productivity, operating costs, socioeconomic conditions, and transit propensity. This analysis is intended to establish baseline performance metrics, identify service area needs, and evaluate potential transit and mobility gaps across the system to provide the foundation to support potential system wide recommendations, or more focused recommendations for each member city to better support their communities' needs and vision for transit services.

Operating Environment

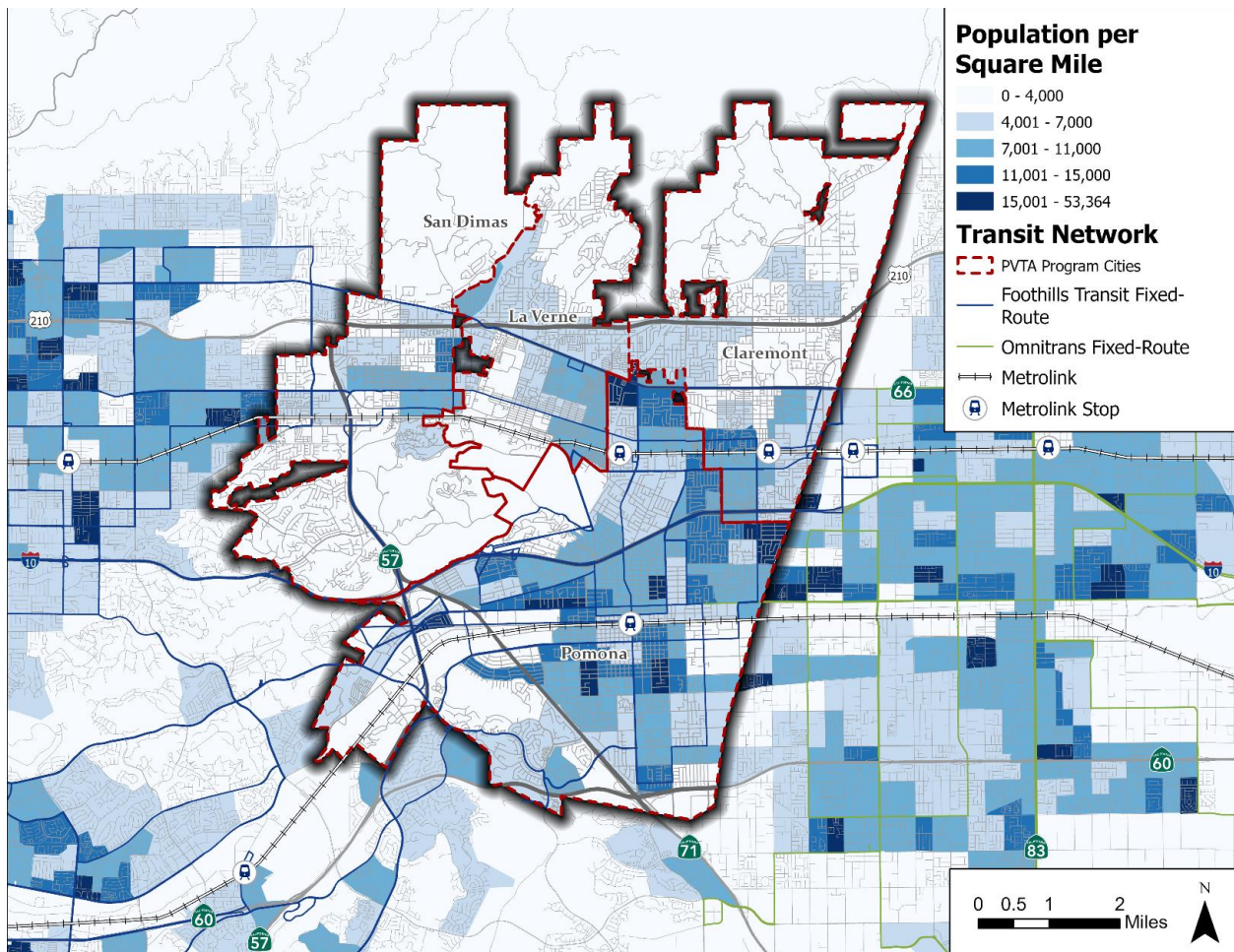
To assess mobility needs within the PVTA's service area, it is important to understand the demographic and socioeconomic characteristics of residents. This analysis relies on U.S. Census Bureau American Community Survey (ACS) five-year estimates (2019–2023), which provide a consistent and cost-effective source of population data.

Certain population characteristics, particularly age, income, and access to a private vehicle, are strongly associated with transit use and are used to evaluate transit dependency and identify potential service needs and gaps.

Population Density

Population density helps inform the appropriate type of transit service, with higher-density areas better suited to fixed-route service and lower-density areas more effectively served by on-demand options. Within the PVTA service area, higher population densities are concentrated in several areas of Pomona, particularly in neighborhoods with multifamily housing and tightly developed residential patterns (see Map 1).

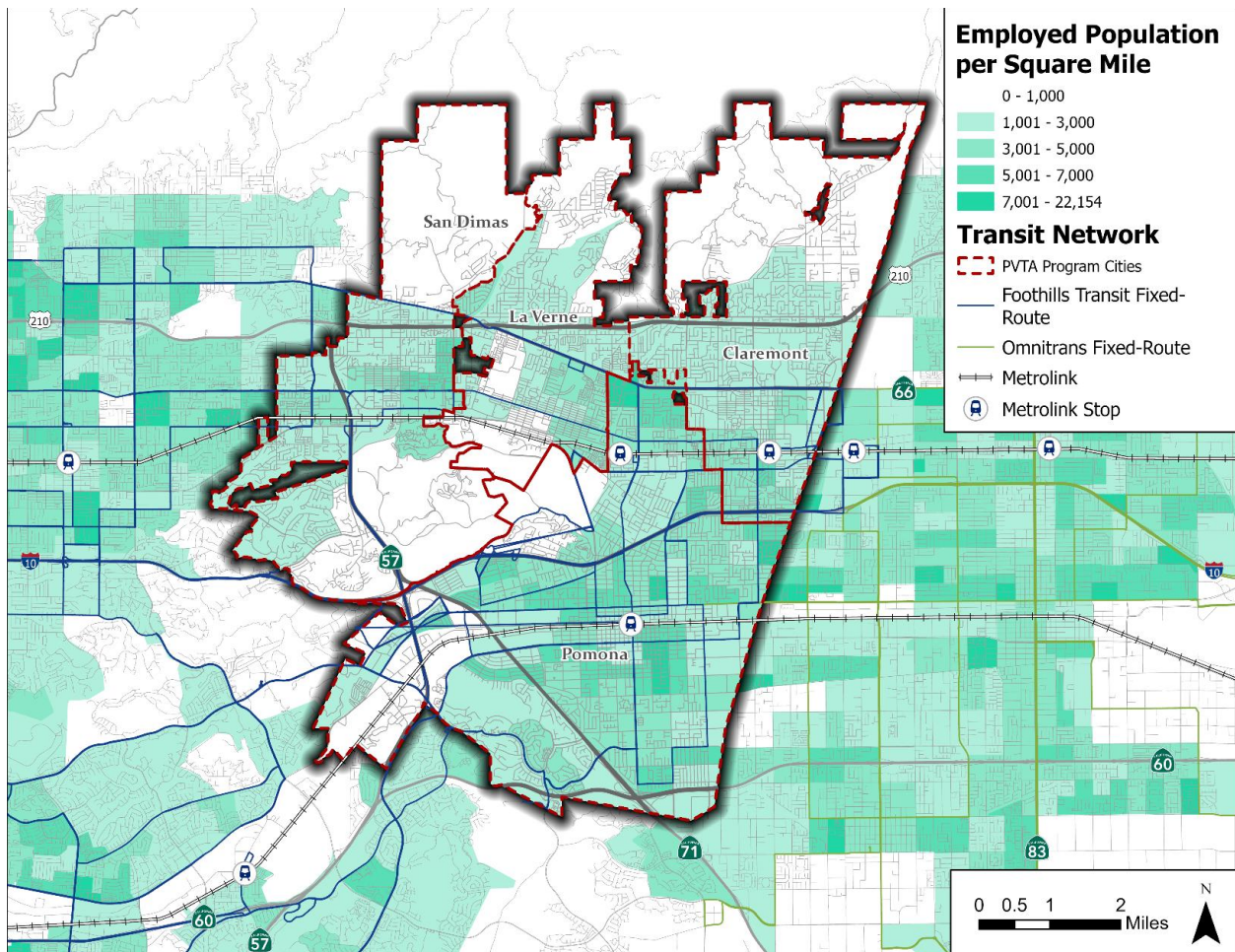
MAP 1: POPULATION PER SQUARE MILE



Employment Density

Employed population density is highest in Downtown Pomona and areas along the rail corridors in Claremont and Pomona, while lower densities are found in the northern portions of San Dimas, La Verne, and Claremont. These lower-density areas may be better served by on-demand services rather than fixed-route transit (see Map 2).

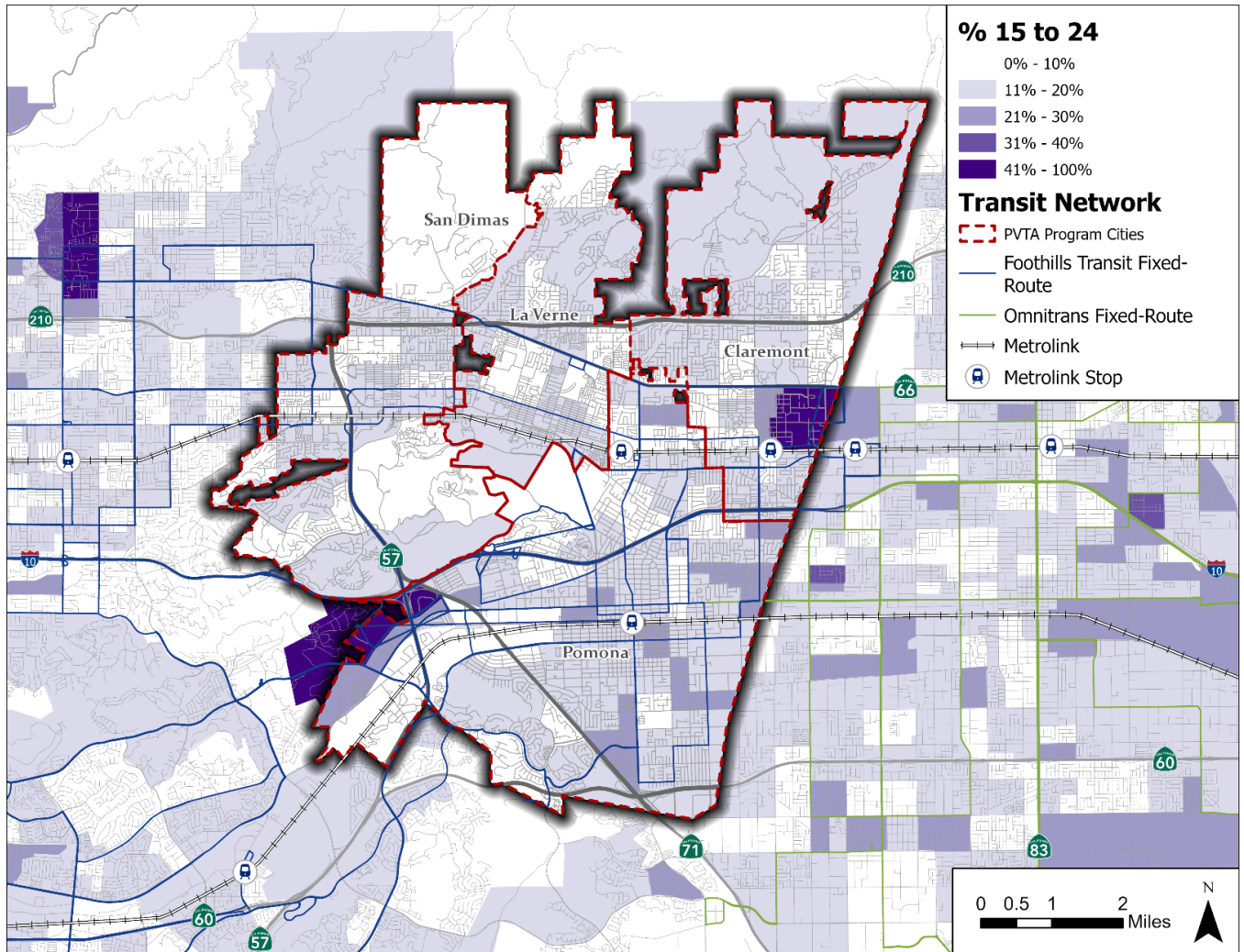
MAP 2: EMPLOYED POPULATION PER SQUARE MILE



Age Groups

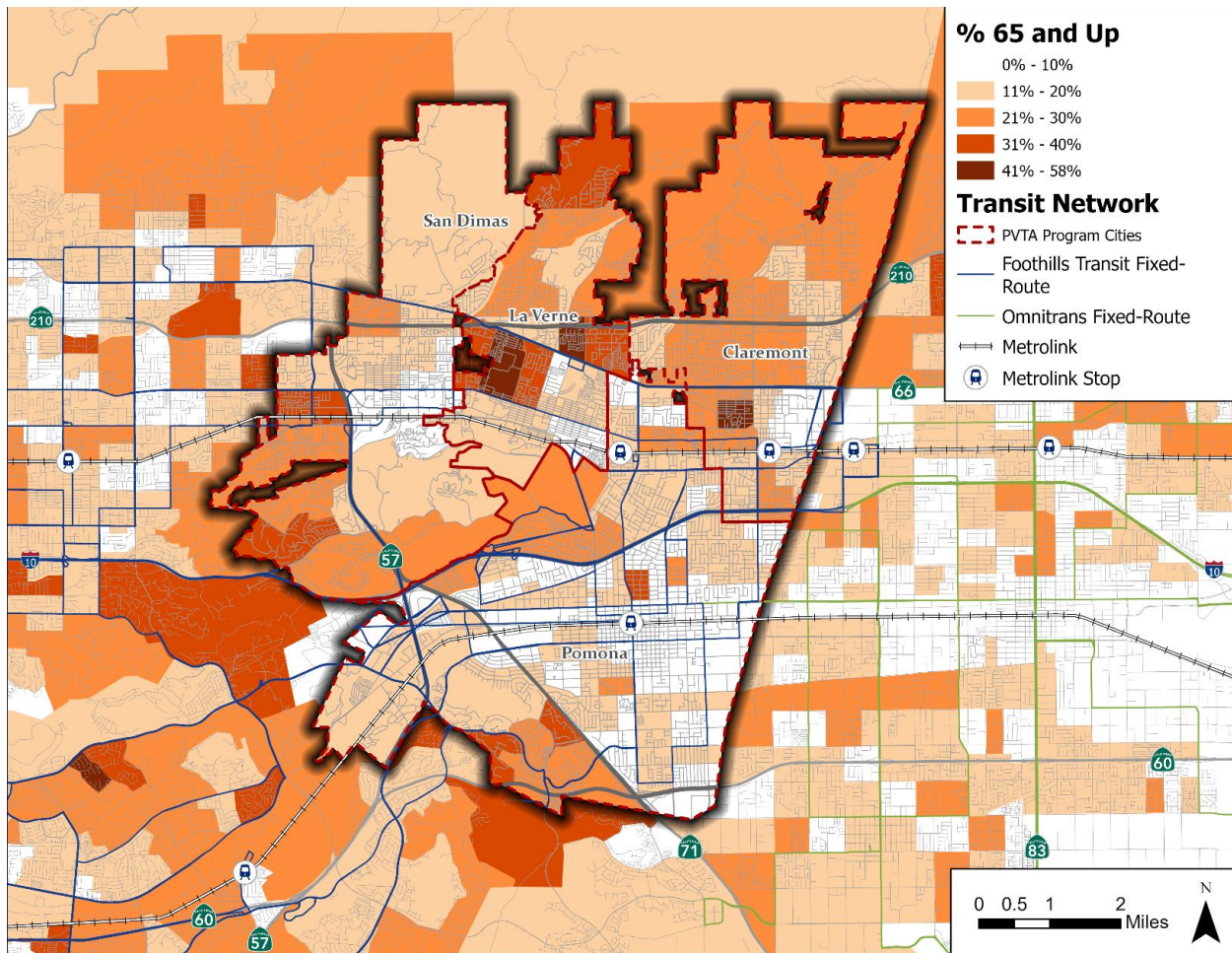
Transit riders are more likely to be younger adults (ages 15–24) and older adults (ages 65 and older). Higher concentrations of residents ages 15–24 are located near Claremont McKenna College and Cal Poly Pomona, as well as in Downtown Pomona and the area around Rio Rancho Road and South Garey Avenue (see Map 3).

MAP 3: PERCENT OF RESIDENTS 15 TO 24



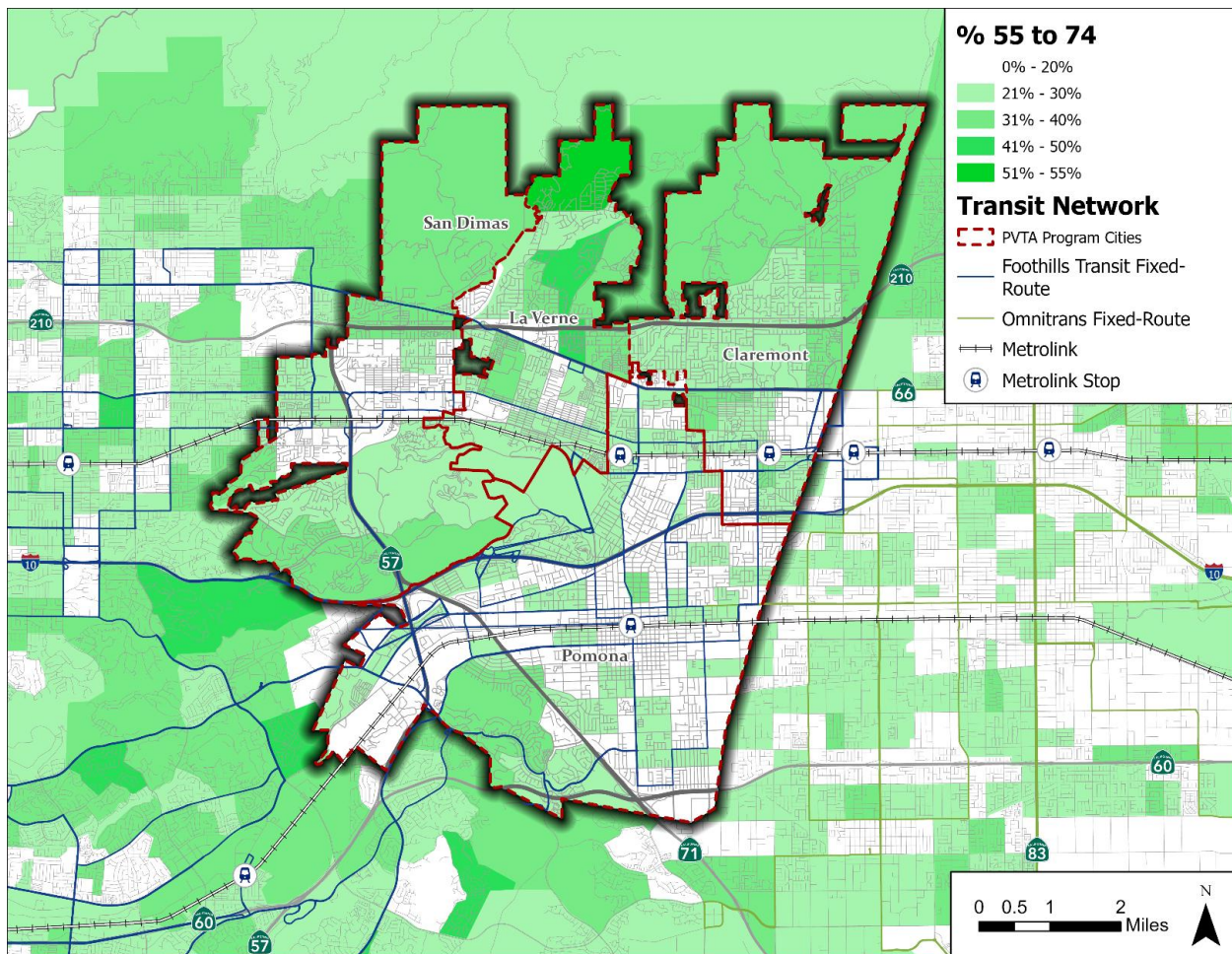
Residents ages 65 and older are concentrated in Downtown Claremont near Pilgrim Place, in parts of La Verne near The Fountains Senior Living Community, and in areas between CA Highway 210 and CA Highway 66, as shown in Map 4. Adults ages 55–74 make up a majority of residents in portions of La Verne, particularly near the dam and north of Golden Hills Road (see Map 5).

MAP 4: PERCENT OF RESIDENTS 65 AND UP



Adults ages 55–74 make up a majority of residents in portions of La Verne, particularly near the dam and north of Golden Hills Road (see Map 5).

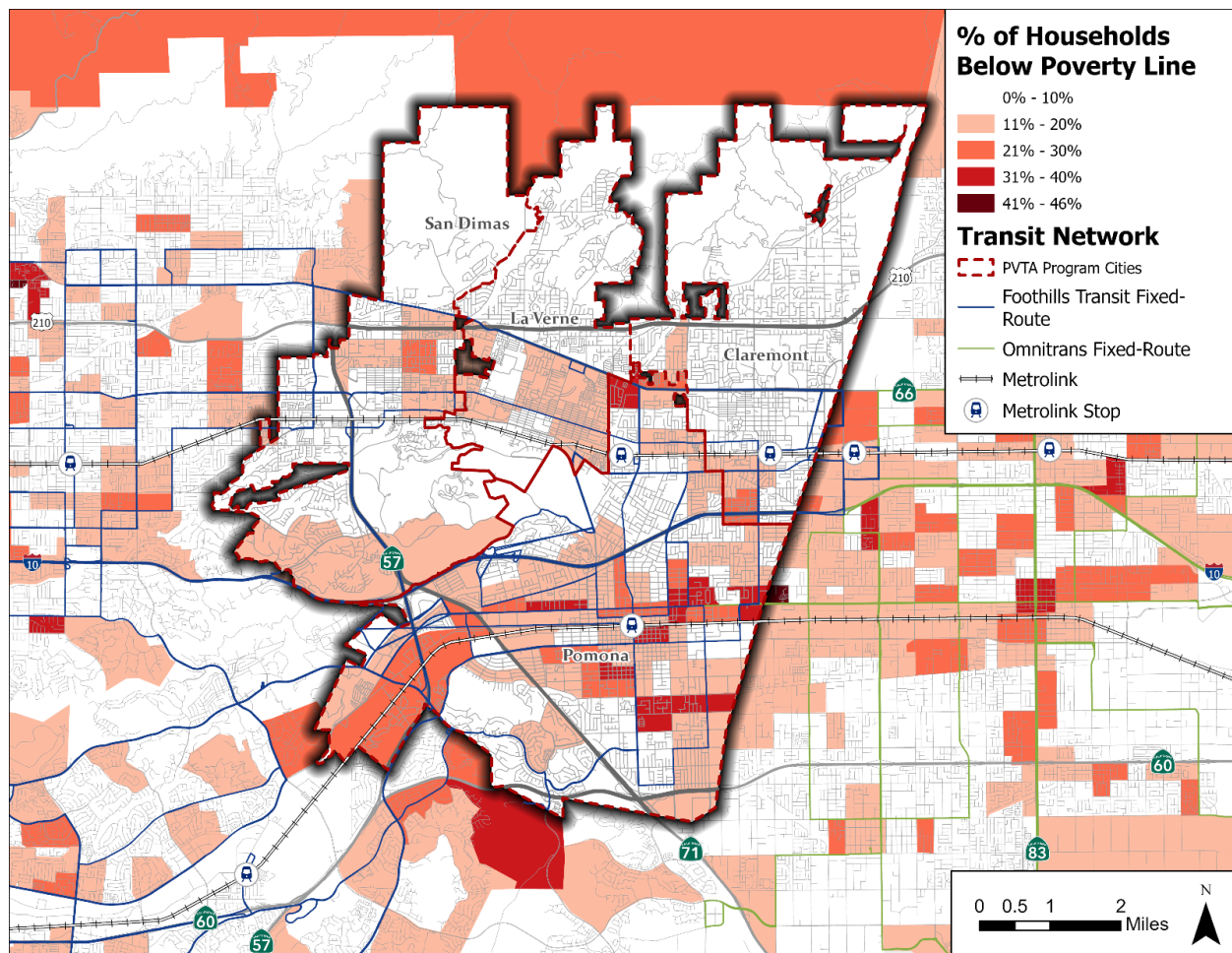
MAP 5: PERCENT OF RESIDENTS 55 TO 74



Households in Poverty

Households living below the poverty line often face greater transportation challenges and are more likely to rely on public transit. Higher concentrations of these households are found in Downtown Pomona south of the train station, near industrial areas along the rail corridor and South Reservoir Street, and in neighborhoods south of CA Highway 66 and north of West Grove Street between Florinda Street and North Garey Avenue (see Map 6).

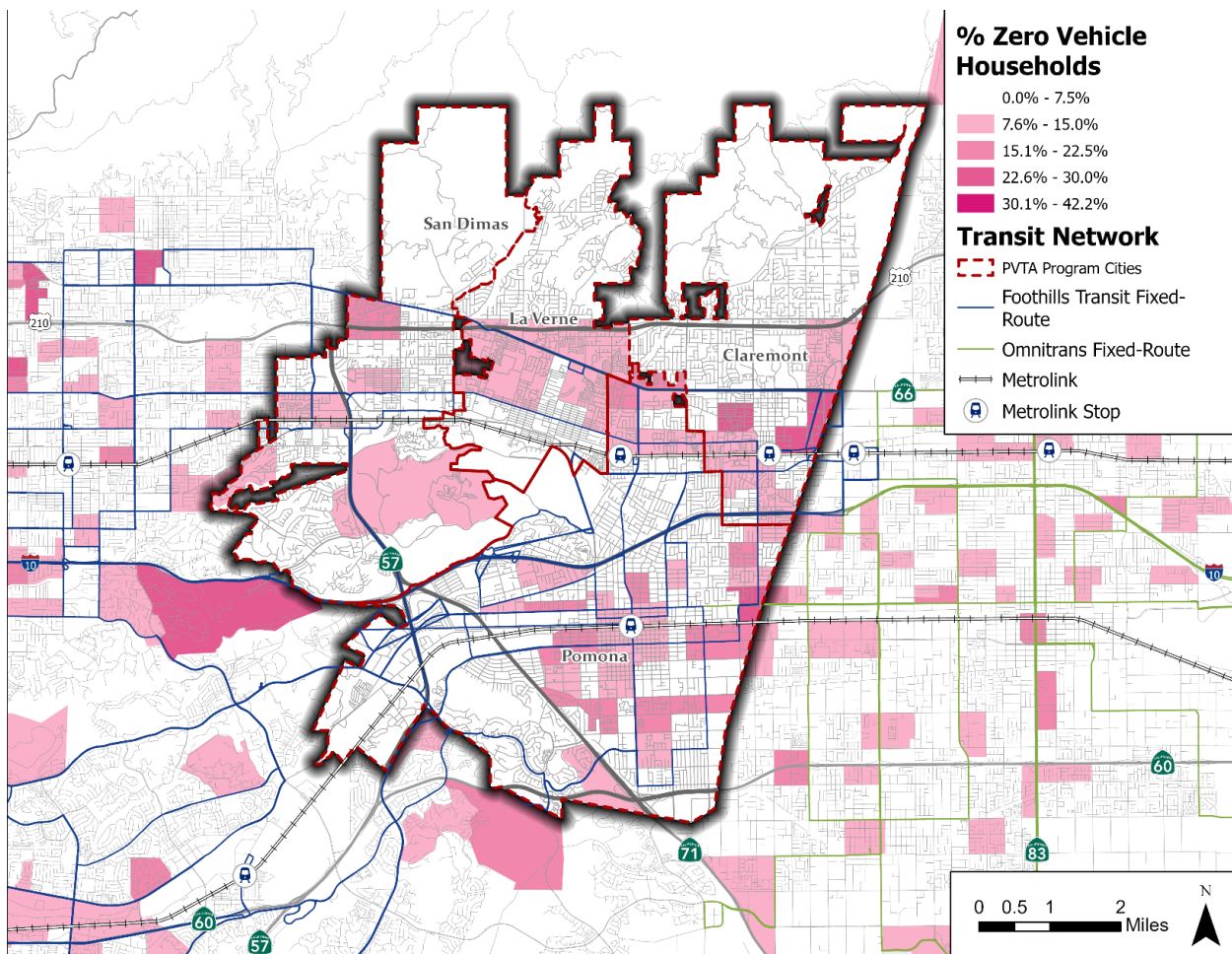
MAP 6: PERCENT OF HOUSEHOLDS BELOW THE POVERTY LINE



Zero Vehicle Households

Residents without access to a personal vehicle are more likely to rely on public transit for daily travel and access to employment. Higher concentrations of households with zero vehicles are located in the Claremont Colleges area south of CA Highway 66 and east of Monte Vista Avenue, as well as in eastern Pomona north of East 1st Street extending to East Kingsley Avenue. A full map of households without vehicle access is shown in Map 7.

MAP 7: PERCENT OF HOUSEHOLDS WITH ZERO VEHICLES



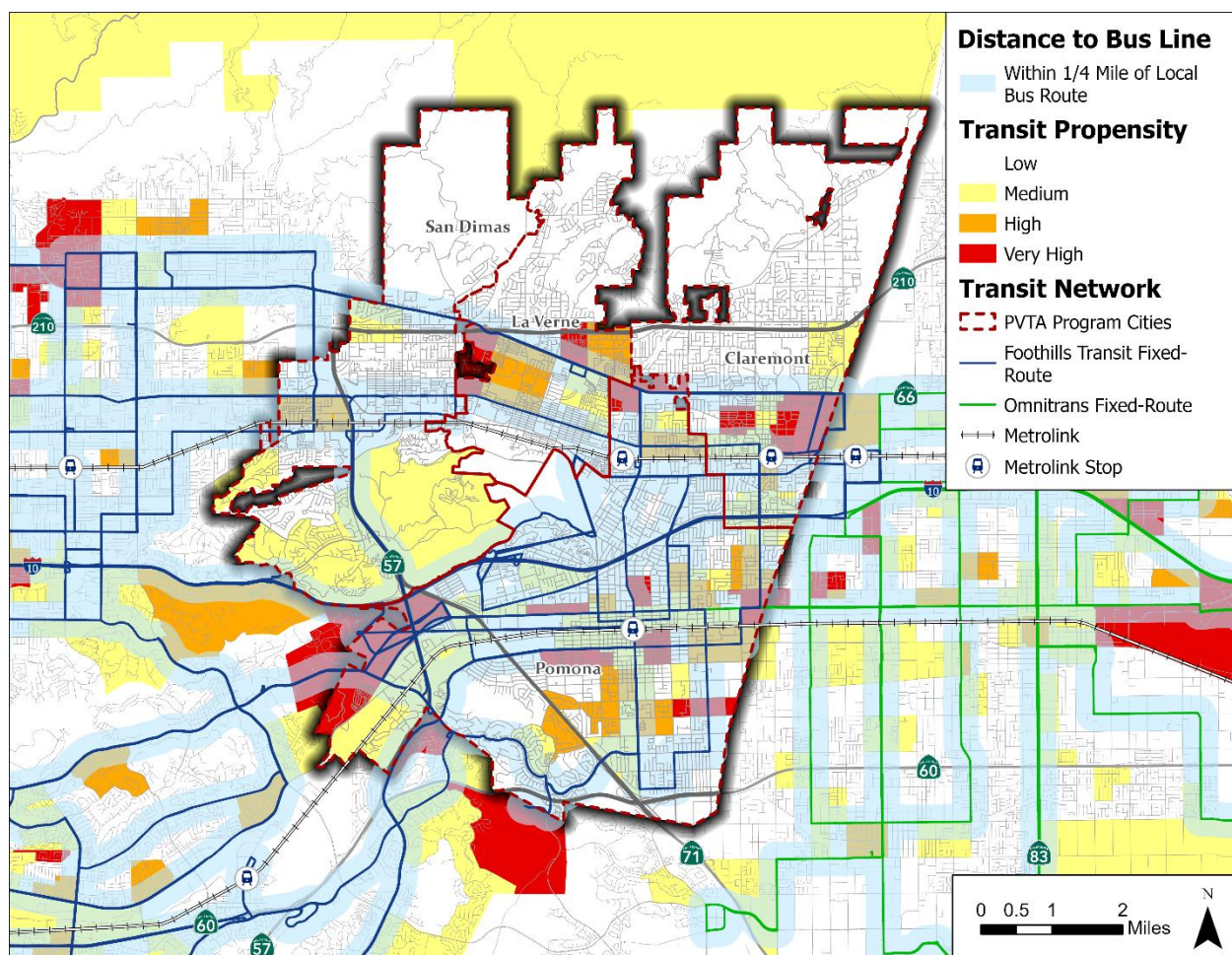
Transit Propensity

Age, income, and vehicle access were combined to score each block group by relative transit propensity, categorized from low to very high. This analysis also includes a transit gap assessment that evaluates areas within ¼-, ½-, and ¾-mile walksheds of existing fixed-route alignments to identify underserved locations.

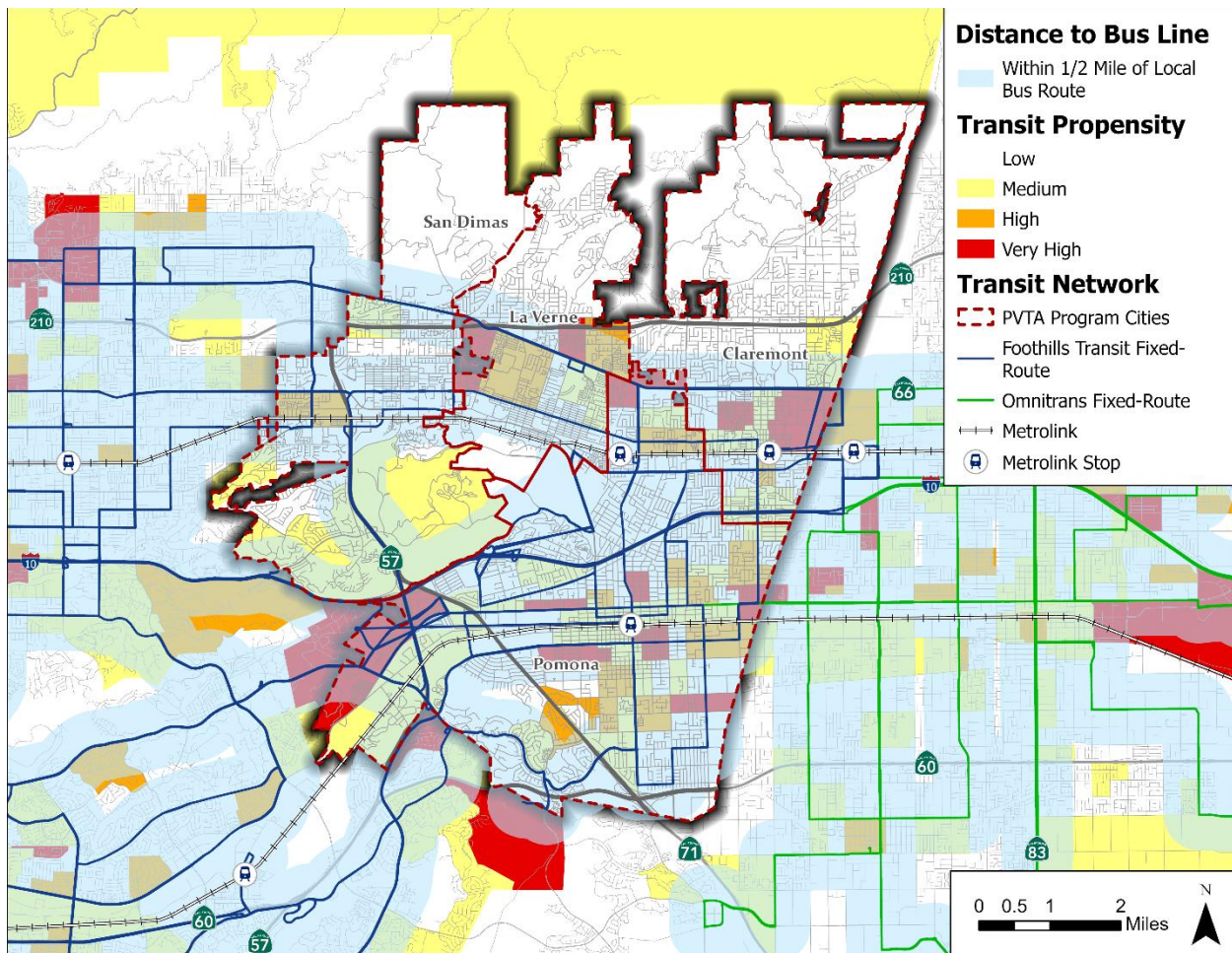
Walk access has a direct and positive impact on ridership, as proximity to transit is one of the strongest predictors of whether a person will use the service. The closer a rider is to a transit stop, the greater the likelihood they will access and use it, while the probability of ridership decreases significantly as walking distance increases.

Maps 8–10 illustrate these results, showing higher transit propensity in Downtown Pomona, Pomona’s industrial areas, the Claremont Colleges area, and along CA Highway 66 in La Verne, while highlighting notable service gaps in the northern portions of San Dimas, La Verne, and Claremont where alternatives to fixed-route service, such as curb-to-curb on-demand transit, may be more appropriate.

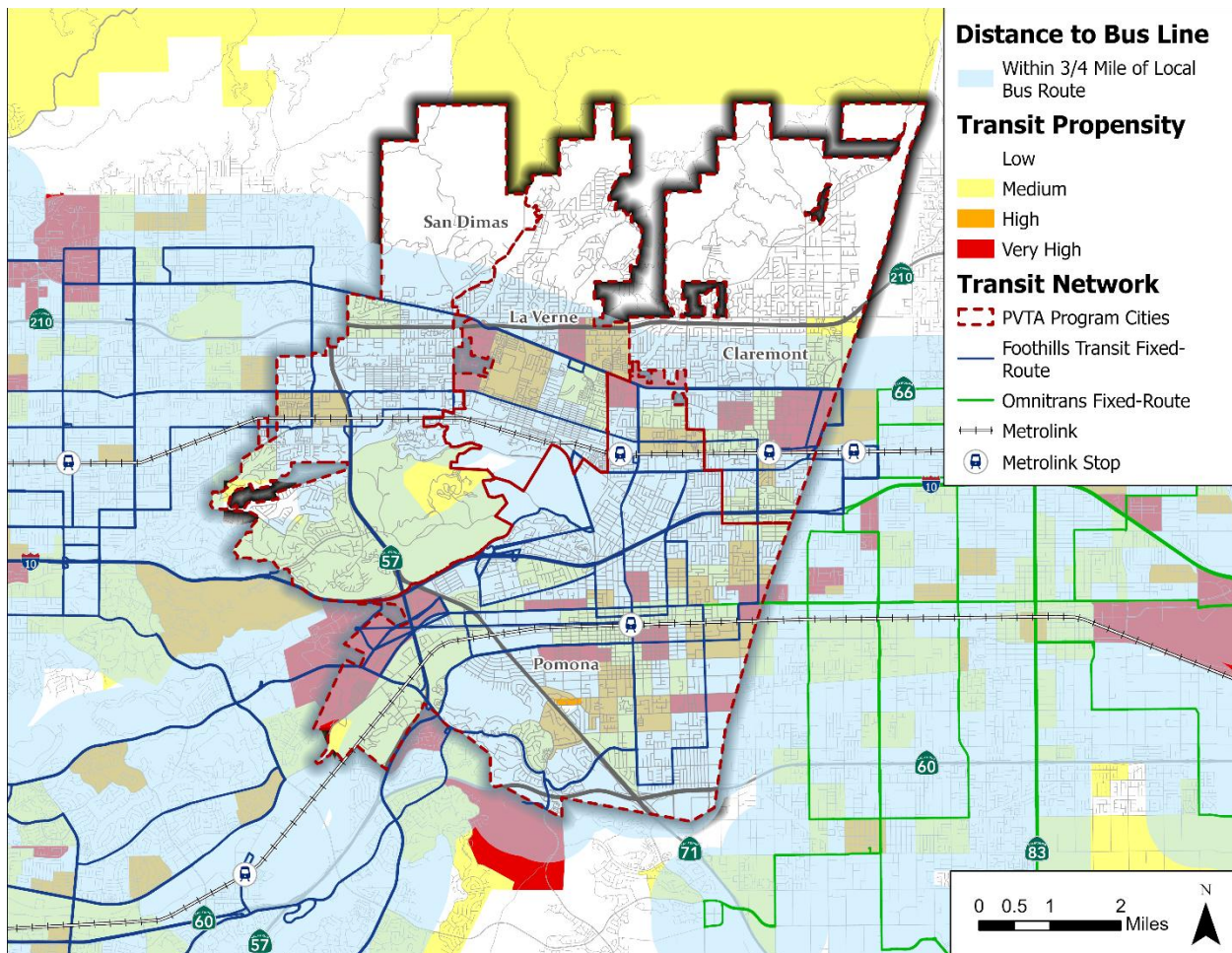
MAP 8: TRANSIT PROPENSITY WITHIN 1/4 MILE OF A BUS LINE



MAP 9: TRANSIT PROPENSITY WITHIN 1/2 MILE OF A BUS LINE



MAP 10: TRANSIT PROPENSITY WITHIN 3/4 MILE OF A BUS LINE



The 3/4-mile buffer is a commonly used benchmark for evaluating walk access to transit and is also the threshold established under the Americans with Disabilities Act for transit agencies to provide complementary paratransit service for eligible persons with disabilities.

Operational Characteristics

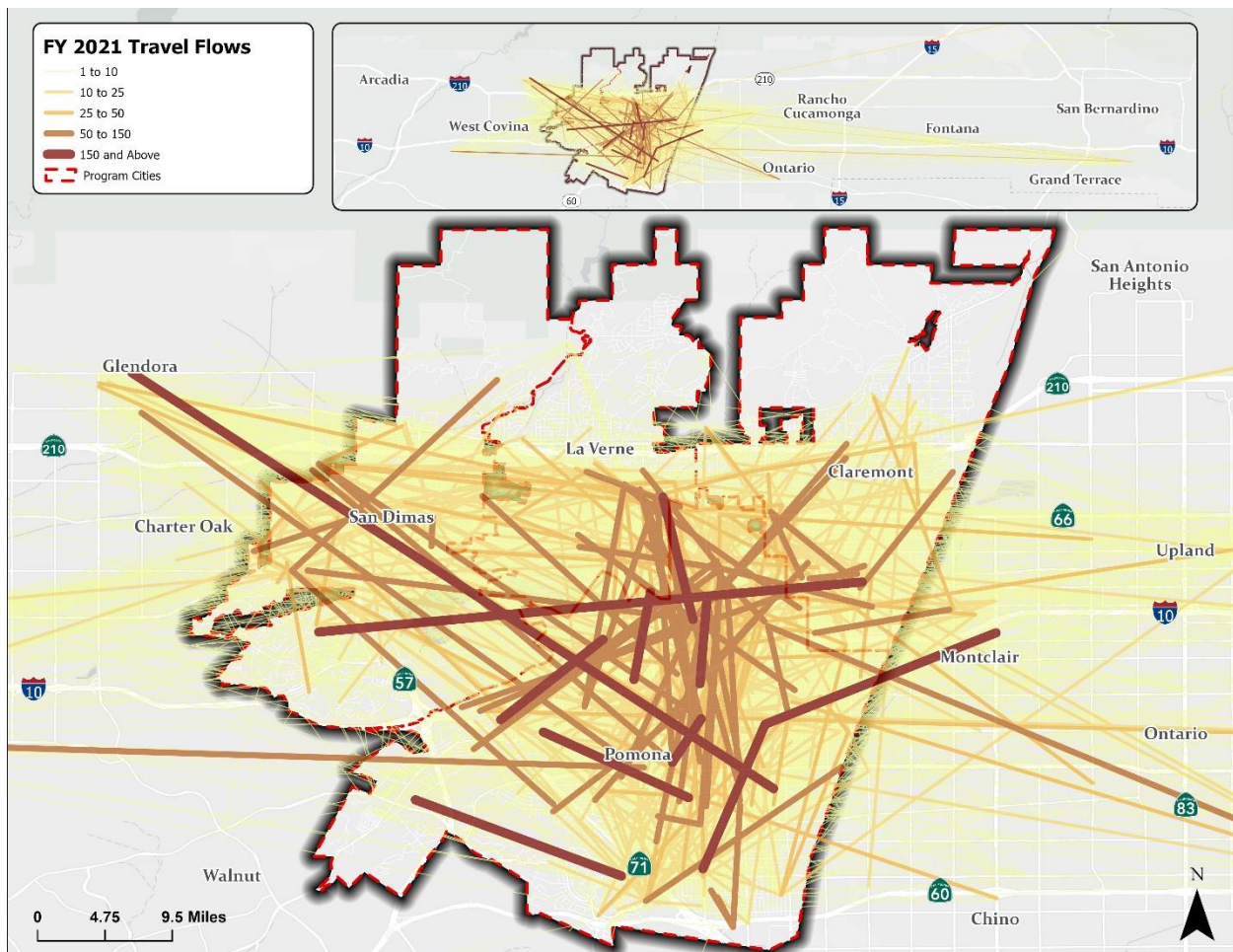
This section highlights preliminary operational characteristics of PVRTA, origin-destination trip pairs, ridership trends, productivity measures, and other key performance indicators. These findings provide an initial snapshot of current system performance and help inform early observations and next steps in the analysis.

Historic Travel Flows

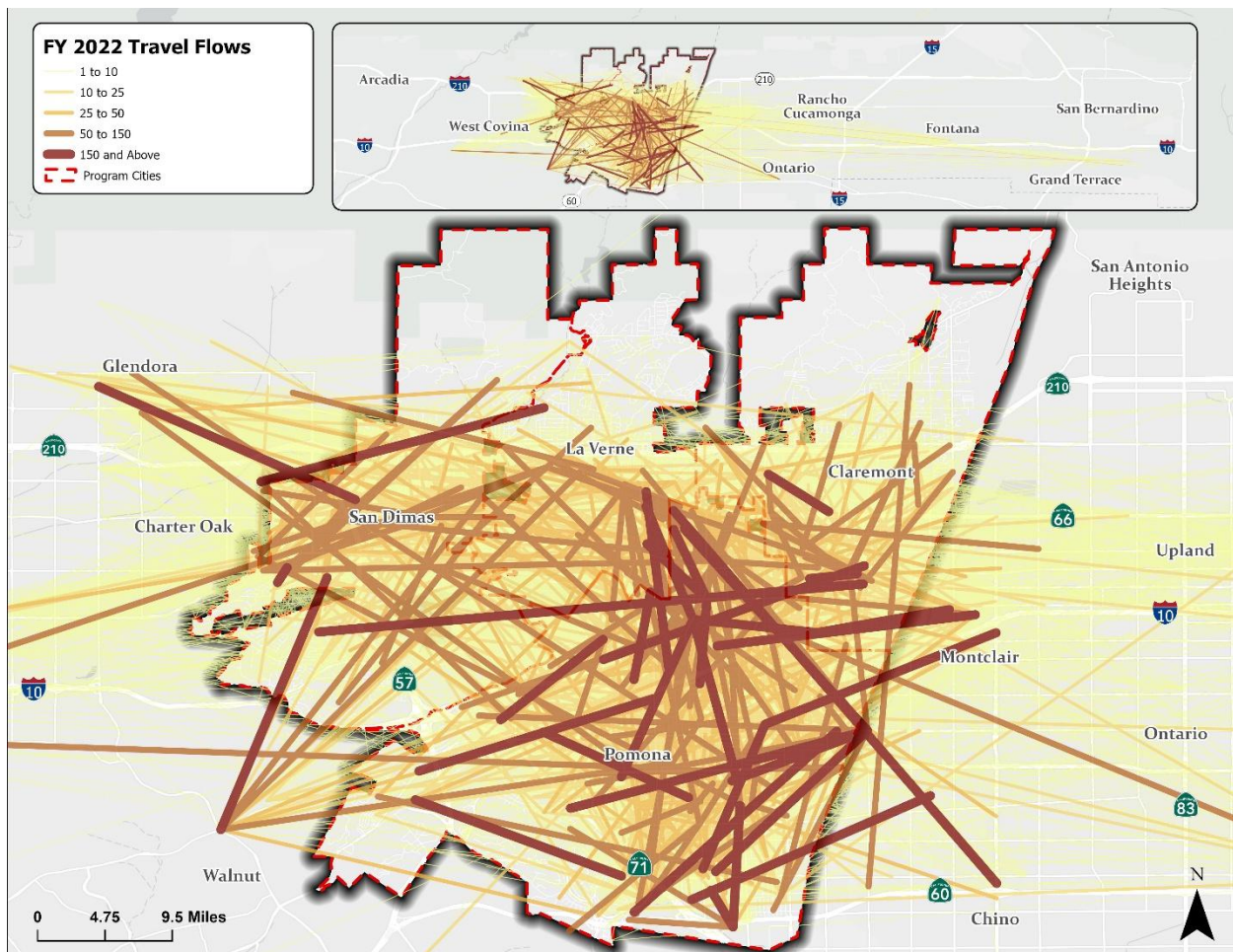
To complete the operational analysis and provide PVRTA with service model recommendations, it's required to review demand and ridership for all services. This historical travel flow combines ridership from all services so the analysis can assess rider demand, ridership trends, and operational costs. The historical data combines and aggregates data received from Ecolane, Uber and Spare.

This origin–destination analysis shows weekly travel flows for all completed PVRTA trips by financial year starting in 2021 through 2025. Data for this analysis originates from Ecolane, Spare, and Uber datasets. FY 2026 was incomplete at the time of the analysis (see Maps 11 through 15 below), highlighting where trips most frequently begin and end across the service area. The strongest and most concentrated trip pairs occur within and between key activity hubs, indicating consistent demand for short, localized trips. More dispersed and lighter flows reflect lower-frequency and cross-boundary travel. Overall, the patterns illustrate PVRTA's primary role in supporting local and regional mobility while identifying inter-community connections that can help guide future service and operational refinements. It is important to note that from FY 2021 through 2025, based on the annual ridership from EcoLane, Uber, and Spare data, the services grew 183%, from 47.5k to 134.7k.

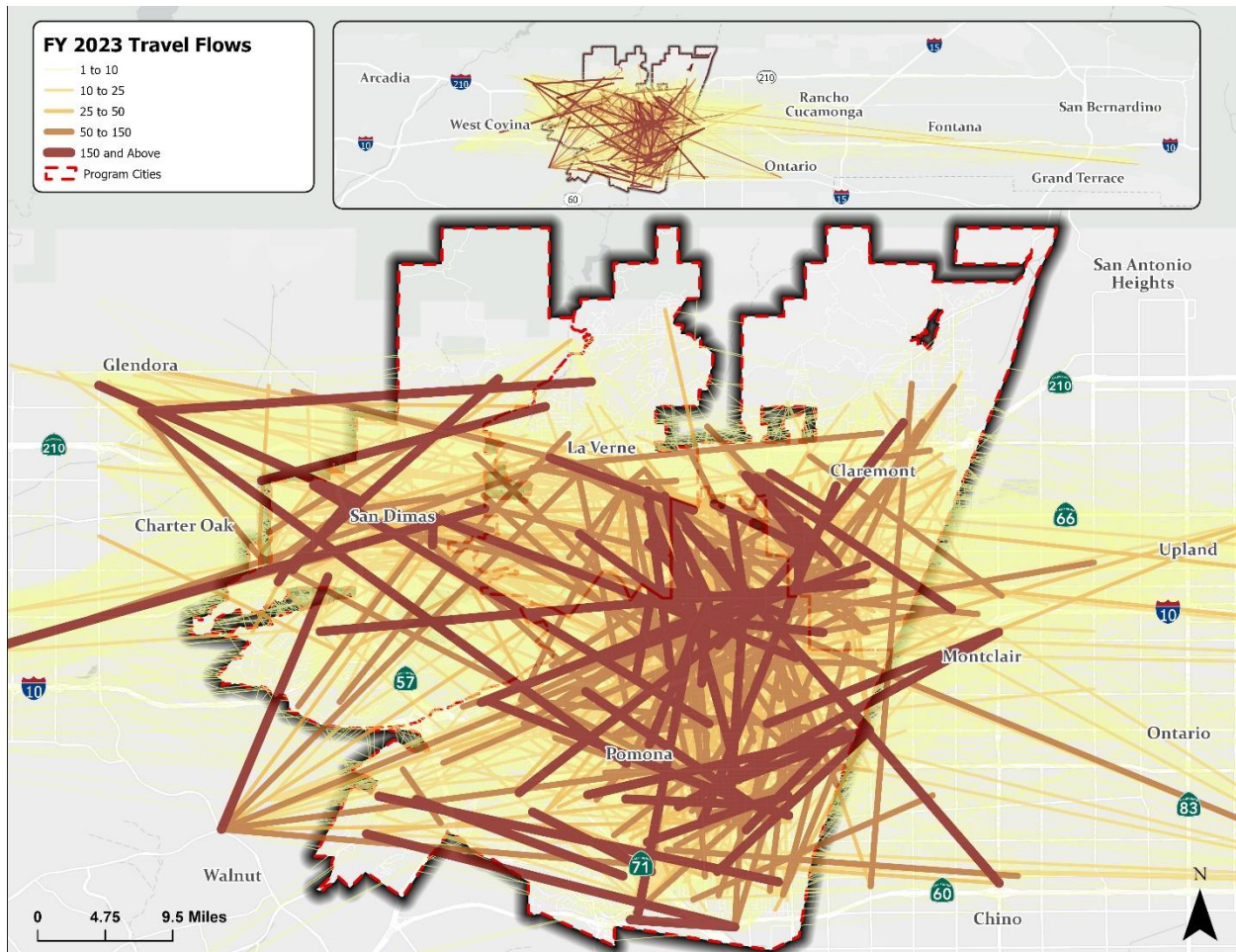
MAP 11: PVTA FY 2021 TRAVEL FLOWS – ALL SERVICES



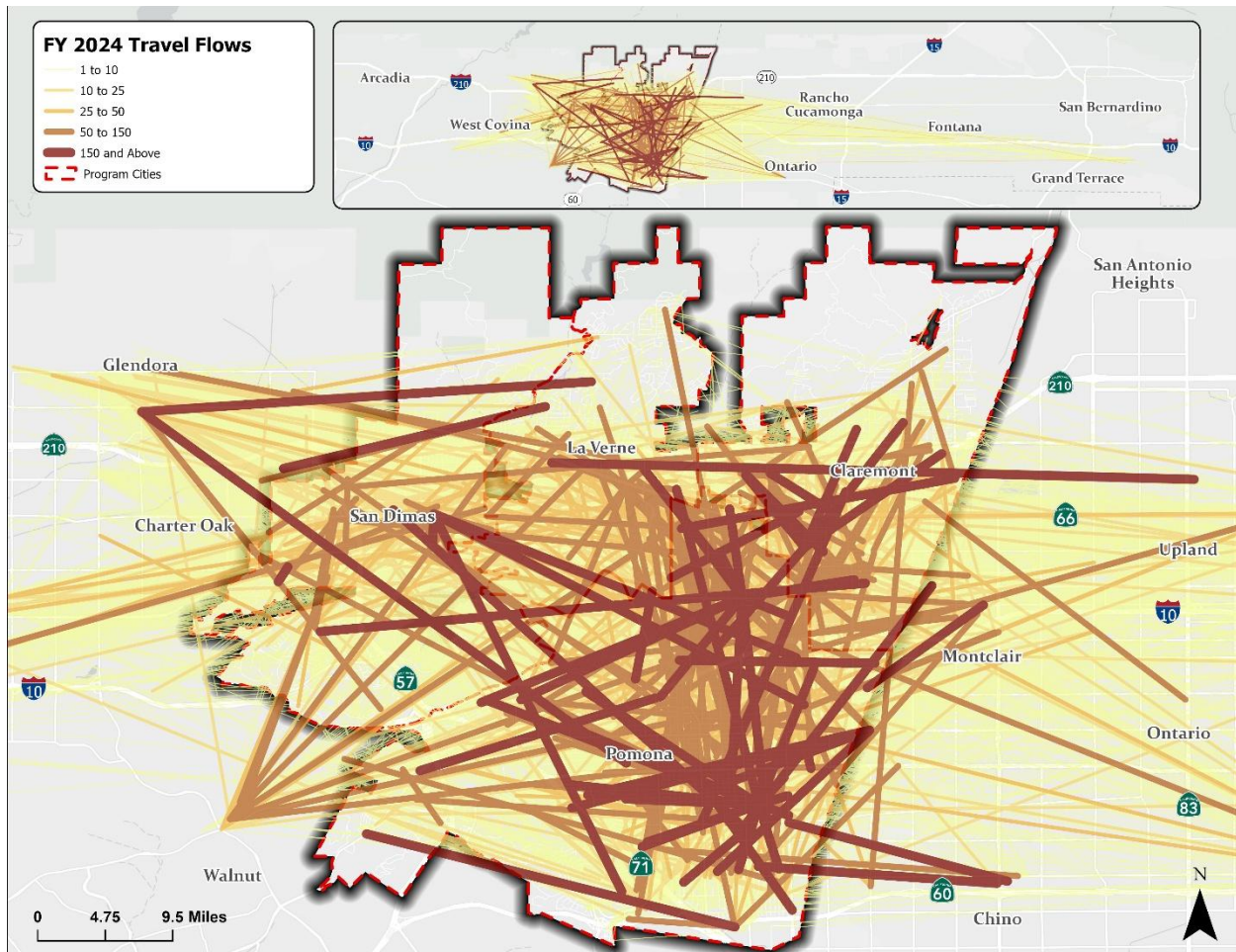
MAP 12: PVTA FY 2022 TRAVEL FLOWS – ALL SERVICES



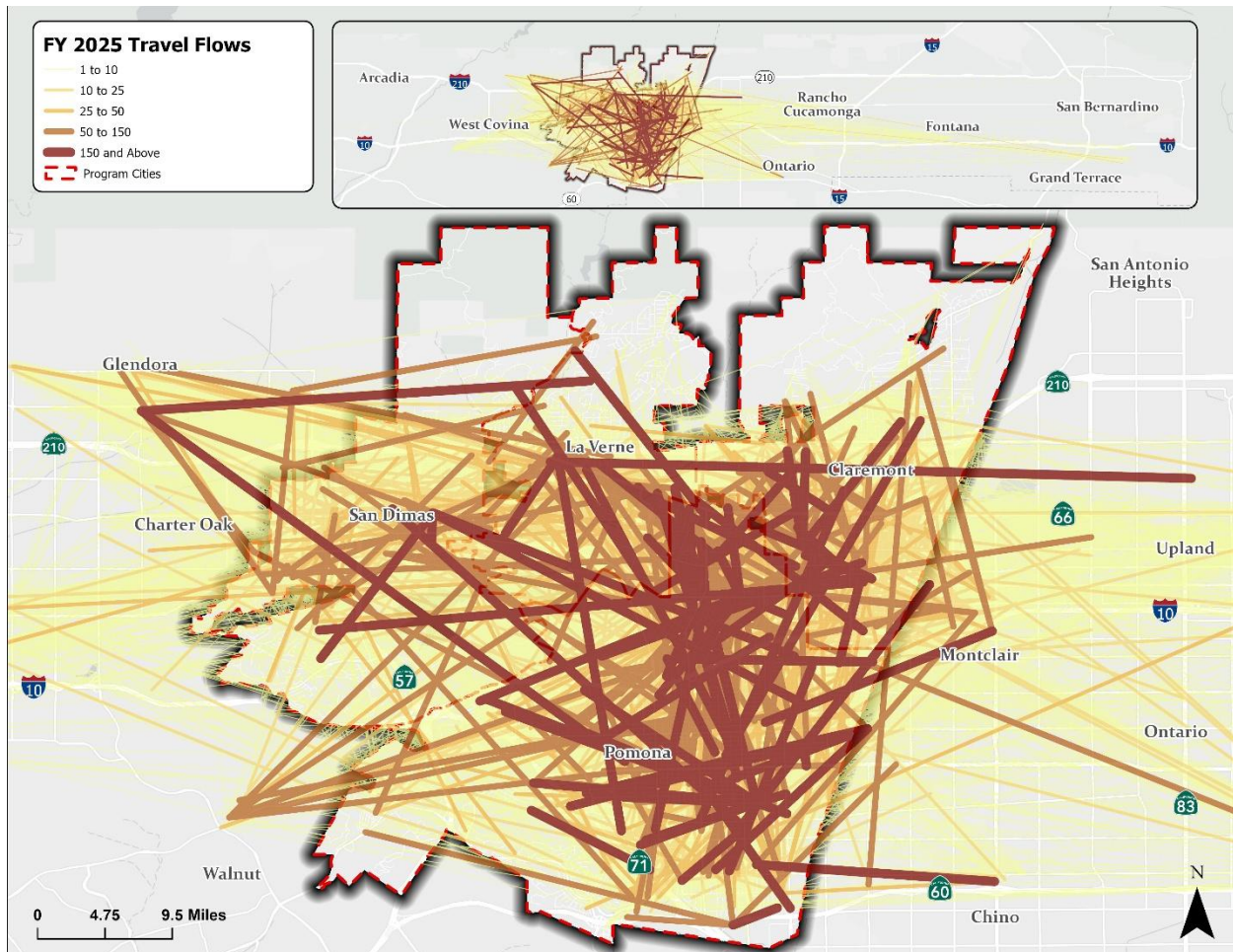
MAP 13: PVTA FY 2023 TRAVEL FLOWS – ALL SERVICES



MAP 14: PVTA FY 2024 TRAVEL FLOWS – ALL SERVICES



MAP 15: PVTA FY 2025 TRAVEL FLOWS – ALL SERVICES



Member Cities Travel Flow Analysis

Expanding on the previous historic travel flow analysis presented above, the following section aims to examine the isolated travel flows for each member city utilizing the travel flow patterns derived from FY 2025 trip data to better understand how the PVTA service is being utilized across the PVTA service area and among the participating cities.

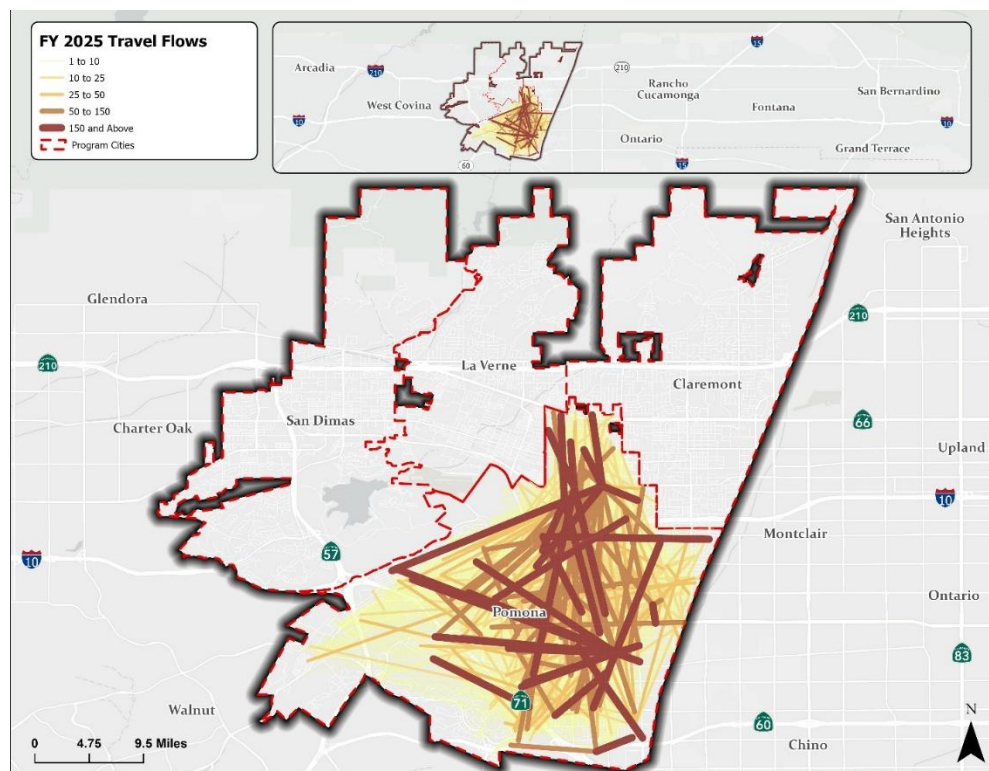
Through analyzing both intra-city trips, those originating and ending within the same city, and inter-city trips, those crossing municipal boundaries for all services, this analysis provides insight into the localized demand within individual member cities as well as the broader connectivity between them. Understanding these patterns is essential for evaluating the effectiveness of current service coverage, identifying areas of strong or emerging demand, and informing future service planning decisions.

The following maps and tables illustrate the travel flows for each member city, highlighting the spatial distribution of trips and the key corridors and activity centers that drive ridership across the service area.

Pomona Travel Flows

The following analysis shows internal travel flows of localized service demand for all services within Pomona. Map 16 below displays trips originating and ending within Pomona, illustrating the city's internal travel patterns. As shown, trips are distributed fairly evenly throughout the city rather than being concentrated along a single corridor or area. The overlapping nature of these connections highlights strong internal travel demand across Pomona as a whole. These patterns indicate that a large share of PVTA usage supports local, intra-city travel, reinforcing Pomona's role as the primary activity center and underscoring the importance of maintaining reliable coverage and connectivity throughout the city for residents.

MAP 16: POMONA INTRA-CITY TRAVEL FLOWS (FY 2025) – ALL SERVICES



Building on the internal travel flows within Pomona, Table 1 provides a breakdown of inter-city trip patterns for trips starting or ending within Pomona. Claremont represents the strongest inter-city connection with over 12,500 combined trips, followed by La Verne with nearly 9,700 and San Dimas with approximately 5,500. Trips to and from destinations outside the member city area also account for a notable share, with over 10,400 combined trips crossing member city boundaries. The relatively balanced directional split across city pairs suggests consistent two-way demand, reinforcing Pomona's role as the primary hub of the PVRTA service area.

TABLE 1: POMONA INTER-CITY TRAVEL FLOWS – ALL SERVICES

Trip Pattern	Outside	Claremont	La Verne	San Dimas	Total
From Pomona	4,510	6,462	4,928	2,780	18,680
To Pomona	5,892	6,069	4,760	2,730	19,451

Claremont Travel Flows (FY 2025) – ALL SERVICES

The concentration of trips within Claremont differs from those observed in Pomona in a few ways as shown in Map 17 below. Compared to the more dispersed trip density in Pomona, travel flows in Claremont are concentrated in the southern portion of the city, specifically in and around the heavy multi-family developments near the Pomona College area. Despite this difference in spatial distribution, a large share of PVRTA usage in Claremont still supports local, intra-city travel similar to Pomona, reinforcing its role as a major activity center. This underscores the importance of maintaining reliable coverage and connectivity

within the city to support both intra-city travel and inter-city connections with other member cities and the region as a whole.

MAP 17: TRAVEL FLOWS WITHIN CLAREMONT (FY 2025) – ALL SERVICES

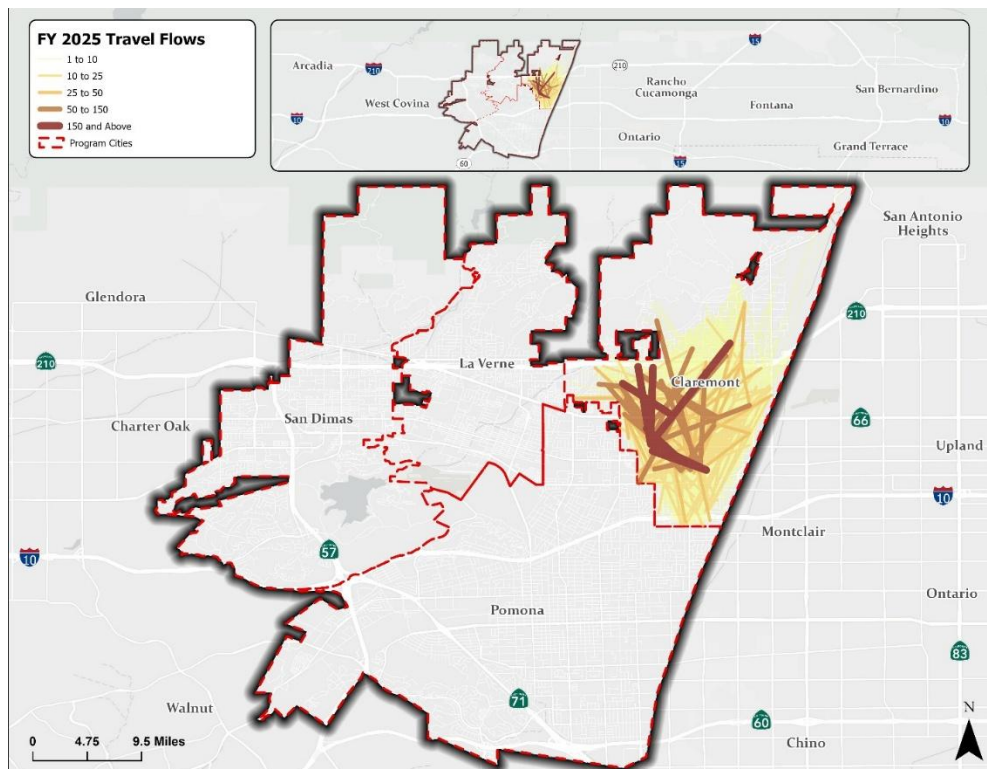


Table 2 below summarizes inter-city trip patterns for trips starting or ending within Claremont. Pomona is by far the strongest connection, accounting for over 12,500 combined trips, far exceeding travel between Claremont and other member cities. Trips to and from destinations outside the member area total approximately 6,500, while La Verne and San Dimas generate more modest inter-city volumes at roughly 2,500 and 1,300 respectively. These patterns highlight the strength of the Claremont-Pomona connection as the dominant inter-city travel pair within the service area.

TABLE 2: CLAREMONT INTER-CITY TRAVEL FLOWS – ALL SERVICES

Trip Pattern	Outside	La Verne	Pomona	San Dimas	Total
From Claremont	3,288	1,372	6,069	689	11,418
To Claremont	3,244	1,198	6,462	671	11,575

San Dimas Travel Flows (FY 2025) – ALL SERVICES

The concentration of trips within San Dimas differs from other in several ways shown in map 18 below. One of the only notable travel flows occurs between the Via Verde Country Club area and various uses along Arrow Highway. Most trips within San Dimas are located in the central portion of the city, generally along the Arrow Highway corridor between West Covina Boulevard to the south and West Gladstone Street to the

north. This pattern is not unexpected given the spatial distribution of land uses, as the most mixed-use development is concentrated in this central area along Arrow Highway.

MAP 18: TRAVEL FLOWS WITHIN SAN DIMAS (FY 2025) – ALL SERVICES

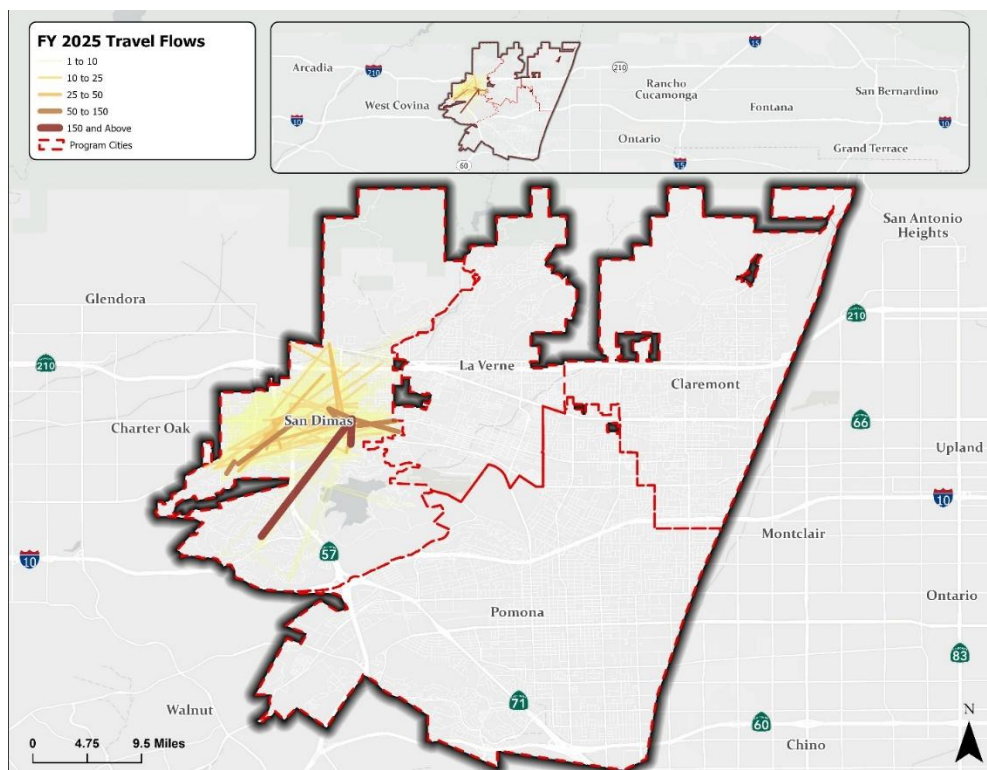


Table 3 below summarizes inter-city trip patterns for trips starting or ending within San Dimas. Pomona represents the strongest inter-city connection with approximately 5,500 combined trips, while trips to and from destinations outside the member city area account for roughly 4,200. Connections to Claremont and La Verne are comparatively modest, each totaling around 1,300 and 3,000 respectively. San Dimas generates the lowest overall inter-city trip volume among member cities, consistent with its smaller share of internal trips observed earlier.

TABLE 3: SAN DIMAS INTER-CITY TRAVEL FLOWS – ALL SERVICES

Trip Pattern	Outside	Claremont	La Verne	Pomona	Total
From San Dimas	2,226	671	1,578	2,730	7,205
To San Dimas	1,958	689	1,462	2,780	6,889

La Verne Travel Flows (FY 2025) – ALL SERVICES

The concentration of trips within La Verne reflects a notably centralized pattern compared to other member cities. As shown in Map 19, the majority of internal travel flows are concentrated within a compact area near

the center of the city, with trip connections radiating outward from this core. La Verne's internal trips are tightly clustered, suggesting that PVRTA usage within the city is driven by a smaller number of high-activity destinations rather than broad citywide demand. These patterns reinforce the importance of maintaining strong connectivity between La Verne's central core and the surrounding residential areas to the north and south, while also supporting inter-city connections to adjacent member cities.

MAP 19: TRAVEL FLOWS WITHIN LA VERNE (FY 2025)

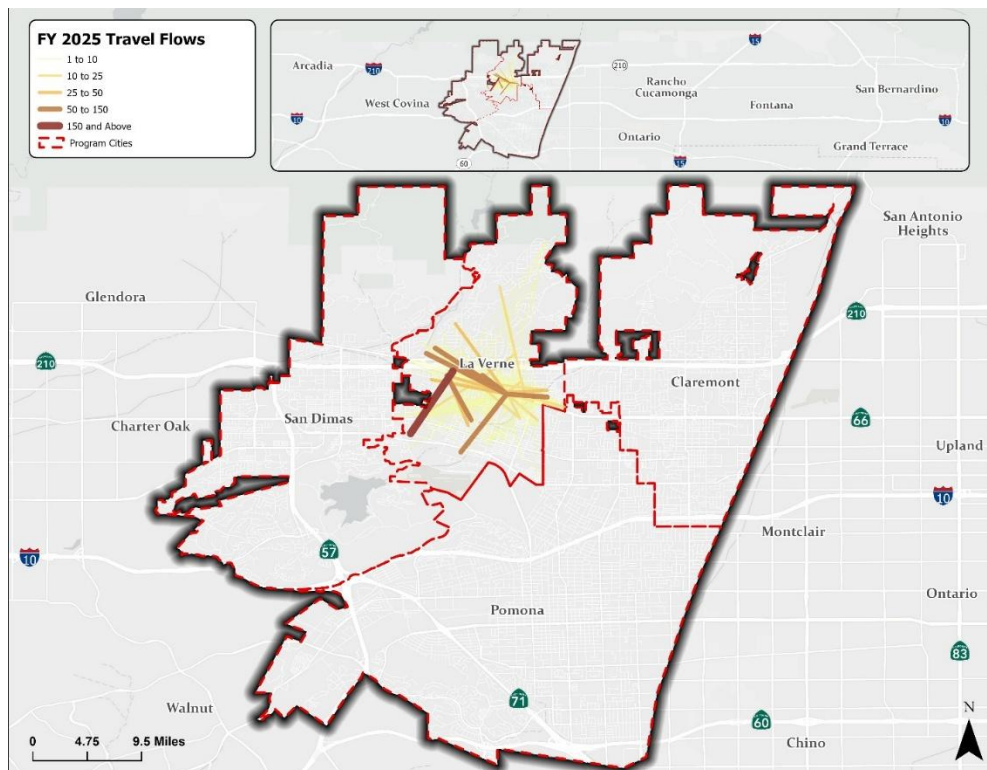


Table 4 summarizes inter-city trip patterns for trips starting or ending within La Verne. Pomona represents the strongest connection with approximately 9,700 combined trips, followed by trips to and from destinations outside the member city area at roughly 3,950. Connections to San Dimas and Claremont are more modest at approximately 3,000 and 2,500 respectively. La Verne's inter-city patterns reflect its geographic position between Pomona and San Dimas, serving as a connector between the eastern and western portions of the service area.

TABLE 4: POMONA INTER-CITY TRAVEL FLOWS – ALL SERVICES

Trip Pattern	Outside	Claremont	Pomona	San Dimas	Total
From La Verne	2,061	1,198	4,760	1,462	9,481
To La Verne	1,892	1,372	4,928	1,578	9,770

Existing Service Analysis

The following section provides an overview of PVTA's existing service performance, examining key operational and ridership metrics for all services across the member cities. This analysis covers trip volumes and growth trends, ridership distribution by resident billing city, trip status outcomes, mobility requirements, funding source composition, among other factors. Together, these metrics offer a comprehensive picture of how all PVTA services are being utilized, where demand is concentrated, and how operational performance has evolved over time. The findings presented in this section establish a baseline for evaluating current service effectiveness and inform recommendations for future service planning and resource allocation.

Productivity and Ridership

This table summarizes total shifts, trips, and revenue hours by month for 2024 and eight months of 2025 from the historic Ecolane dataset analyzed for all PVTA services at the start of the project. The most productive month of the dataset was March 2024 at 2.44 trips per revenue hour. The greatest number of trips was captured October 2025, and the least number of trips was captured August 2025.

Productivity is useful to evaluate as it relates to the number of passengers served compared to the number of revenue hours of service operated. It is a measure of both efficiency and effectiveness. Since demand-based service levels can be adjusted more easily than fixed route services, looking at passengers served relative to the revenue hours of service provided helps identify whether service is appropriately sized. PVTA's service model and depth of programs provide complexity in the analysis but by combining data for all services, it provides greater opportunity in identifying efficiency based on service demand. This approach avoids relying on ridership alone and helps guide practical decisions about where and when service should be adjusted to optimize the balance between service demand and service supplied.

While productivity levels in the 2024–2025 dataset reflect current operating conditions, they indicate potential for improvement through service optimization. The transition from Ecolane to the Spare platform introduces new capabilities for dynamic scheduling and ride-matching, which are expected to increase shared trips and improve overall productivity as the system matures. Additionally, with the introduction of the Ride PVTA mobile app, self-service booking can lower operating costs and provide riders with more streamlined view of all PVTA services.

TABLE 5: ECOLANE PRODUCTIVITY ESTIMATES 2024 AND 2025 – ALL SERVICES

Date	Total Shifts	Total Trips	Rev Hours	Trips/Hr
2024	5,423	86,542	40,554	2.13
Qtr1	1,089	19,761	8,368	2.36
Jan	372	6,656	2,866	2.32
Feb	363	6,291	2,709	2.32
Mar	354	6,814	2,792	2.44
Qtr2	1,326	21,076	9,970	2.11
Apr	392	6,886	3,042	2.26
May	456	7,440	3,489	2.13
Jun	478	6,750	3,439	1.96
Qtr3	1,522	23,284	11,220	2.08
Jul	517	7,540	3,757	2.01
Aug	514	8,069	3,759	2.15
Sep	491	7,675	3,705	2.07
Qtr4	1,486	22,421	10,996	2.04
Oct	521	8,324	3,956	2.10
Nov	481	7,034	3,511	2.00
Dec	484	7,063	3,528	2.00
2025	3,323	47,465	24,464	1.94
Qtr1	1,529	22,701	11,504	1.97
Jan	543	7,652	3,931	1.95
Feb	472	7,215	3,610	2.00
Mar	514	7,834	3,963	1.98
Qtr2	1,381	18,559	10,058	1.85
Apr	509	8,235	3,907	2.11
May	433	5,441	3,105	1.75
Jun	439	4,883	3,046	1.60
Qtr3	413	6,205	2,902	2.14
Jul	258	3,930	1,831	2.15
Aug	155	2,275	1,070	2.13
Grand Total	8,746	134,007	65,017	2.06

Annual Trips by Program Type

Table 6 below summarizes trips by program types across FY 2021 through FY 2026. Over this period, a total of 566,050 trips were recorded, with annual volumes growing from 47,530 in FY 2021 to 134,680 in FY 2025. FY 2026 reflects a partial reporting year with 51,860 trips recorded to date (three months) and based on the rate of trip-making to date can be expected to exceed 205,000 annual trips. This assumes no cost containment strategies initiated from a member city is implemented.

Get About accounts for the largest share of trips across all fiscal years, representing approximately 68 percent of the program total. This is followed by San Dimas, Claremont S/D, PVTA Ambulatory Rides, and One Step, which each account for between 4 and 6 percent of total trips. The remaining programs collectively represent a smaller share of overall trip volume.

Several programs experienced notable changes over the period. Claremont DAR trips increased significantly beginning in FY 2025, rising from roughly 2,200 in FY 2024 to over 16,100 in FY 2025, while Claremont S/D saw a corresponding decline during the same period, potentially indicating a reclassification or shift in how trips are being categorized. Pomona Group trips also saw a sharp increase in FY 2024 before tapering off. These trends warrant further review to determine whether they reflect changes in funding structures, service delivery, or reporting methodology.

TABLE 6: TRIPS BY FUNDING SOURCE

FUNDING SOURCE	2021	2022	2023	2024	2025	2026
ARTSTART	0	4	14	0	0	0
CLAREMONT AH	12	19	19	433	99	9
CLAREMONT DAR	320	759	1,040	2,259	16,165	15,581
CLAREMONT GROUP	245	440	343	543	565	304
CLAREMONT S/D	2,112	6,268	5,455	6,111	5,595	819
COOLING CENTER	2	0	0	0	0	0
DIGNITY ADHC	0	2,314	2,483	1,304	1,700	11
GET ABOUT	36,510	61,488	82,689	91,978	85,955	25,784
ONE STEP	2,503	5,079	5,392	7,390	6,394	0
POMONA GROUP	29	157	107	8,210	2,391	152
PVTA AMBULATORY RIDES	2,954	6,475	4,495	4,789	8,402	3,469
READY NOW	18	186	889	1,566	997	1,464
REGIONAL CENTER	105	39	0	0	0	0
RIO RANCHO	265	399	907	777	412	10
SAN DIMAS	2,455	7,257	5,100	6,803	6,005	4,257
GRAND TOTAL	47,530	90,884	108,933	132,163	134,680	51,860

Trip Status

Understanding trip status outcomes provides critical context for evaluating service efficiency, customer behavior, and operational performance. These metrics help identify where improvements in trip confirmation, rider communication, and scheduling flexibility could reduce cancellations and no-shows, ultimately improve productivity and maximize the value of available service hours.

As shown in Table 7, completed trips account for the majority of activity across all fiscal years, consistently representing between 73 and 77 percent of all trips from FY 2021 through FY 2025. FY 2026 shows a higher completion rate of 84 percent, though this reflects a partial reporting year. The sustained completion rate above 73 percent indicates that the majority of scheduled trips are successfully fulfilled, reflecting generally reliable service delivery throughout the member cities history.

Cancelled trips represent a notable share of total activity, ranging from 19 to 23 percent across FY 2021 through FY 2025. Cancellation rates peaked at 23 percent in FY 2023 before gradually declining to 20 percent in FY 2025, suggesting incremental improvements in scheduling practices or rider confirmation over time. Monthly cancellation rates tend to be higher earlier in the year and decline during summer months, indicating potential opportunities to further refine advance trip confirmation processes.

Rider no-shows remain a relatively small portion of total trips, comprising approximately 4 to 5 percent across FY 2021 through FY 2025. While comparatively low, no-shows still represent unrealized capacity and operating cost, and may warrant continued monitoring and targeted mitigation strategies to further reduce their impact on service productivity.

Table 7: Trip Status by FY – ALL SERVICES

TRIP STATUS	2021	2022	2023	2024	2025	2026
COMPLETE	77%	74%	73%	75%	76%	84%
CANCEL	19%	22%	23%	21%	20%	15%
NO SHOW	4%	5%	5%	4%	4%	1%

Trips by Resident City

The following section examines the overall distribution of trips across the PVRTA service area by resident city for billing purposes. As shown in Table 8, a total of 566,044 trips for all services were recorded across the program between FY 2021 and FY 2026, with Pomona accounting for the largest share at 54 percent, followed by Claremont at 19 percent, San Dimas at 12 percent, and La Verne at 11 percent.

Trip volumes for all services grew steadily across all cities from FY 2021 through FY 2025, with total annual trips increasing from 47,530 to 134,677 over that period. FY 2026 reflects a partial year with 51,857 trips recorded to date and the rate of trip-making suggests over 205,000 annual trips may be served in 2026. This growth trajectory underscores increasing demand for the PVRTA service across the member city area. Null values in the table below are values within the dataset that did not have any resident city information appended to the trip.

TABLE 8: TRIPS BY RESIDENT BILLING CITY – ALL SERVICES

<i>Resident City</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>	<i>2026</i>	<i>Total</i>	<i>Percent of Total</i>
Claremont	5,685	13,222	15,609	20,938	32,608	19,478	107,540	19%
La Verne	5,643	9,463	11,325	16,358	16,394	5,722	64,905	11%
San Dimas	4,864	13,086	12,421	16,949	15,760	6,049	69,129	12%
Pomona	29,269	50,032	65,584	72,932	66,517	20,232	304,566	54%
Outside	627	1,760	1,667	1,031	911	38	6,034	1%
Null	1,442	3,321	2,327	3,955	2,487	338	13,870	2%
Total	47,530	90,884	108,933	132,163	134,677	51,857	566,044	100%

Unique Rider Analysis

PVTA operates as a joint powers authority funded by four member cities. The preceding sections describe service in terms of trip volumes, funding program totals, and resident-city billing allocations for all services — metrics that establish where service activity occurs and which funding streams are billed against. None of these metrics directly answers the question that most concerns the JPA’s member cities: is each city’s contribution producing service for its own residents? A trip occurring in Pomona may be taken by a Pomona resident, or it may be taken by a Claremont resident traveling to a medical appointment. A funding program nominally associated with one city may, on inspection, serve a rider population drawn broadly from across the JPA. To evaluate whether each city’s investment produces service commensurate with its share of the joint powers authority, the analysis must shift from counting trips by billing geography to examining rider behavior by home city of residence.

To enable this examination, the project team constructed a rider crosswalk linking individuals across PVTA’s three operating platforms — the legacy Ecolane scheduling system, the current Spare on-demand platform, and the Uber TNC partnership. By matching customer numbers, phone numbers, and registered rider names across the three platforms, the crosswalk assigns each person a single global rider identifier and a verified home city drawn from their Spare registration record. The crosswalk captures rider-level activity across the FY 2024 through FY 2026 window for all PVTA services. The distribution of registered home cities in the Spare roster is approximately 38% Claremont, 35% Pomona, 14% San Dimas, and 11% La Verne, with the remaining 2% recorded as outside the four cities.

Cross-Jurisdictional Service is the Dominant Pattern

The most consequential finding from the rider-level analysis is the prevalence of cross-jurisdictional service. Among identifiable trips, 85% of trips by Claremont residents, 87% of trips by La Verne residents, and 88% of trips by San Dimas residents physically occurred in a city other than the rider’s home city. Pomona is the exception at 40% outbound, reflecting its position as the destination for most cross-city trips for all services. At the rider level, 84% of identifiable active riders had trips occurring in two or more of the four PVTA cities, and 52% had trips occurring in all four. The pattern is mirrored in funding-program behavior: 52% of identifiable riders used two or more distinct funding programs over the analysis window, and 21% used six or more.

Of identifiable riders

84%

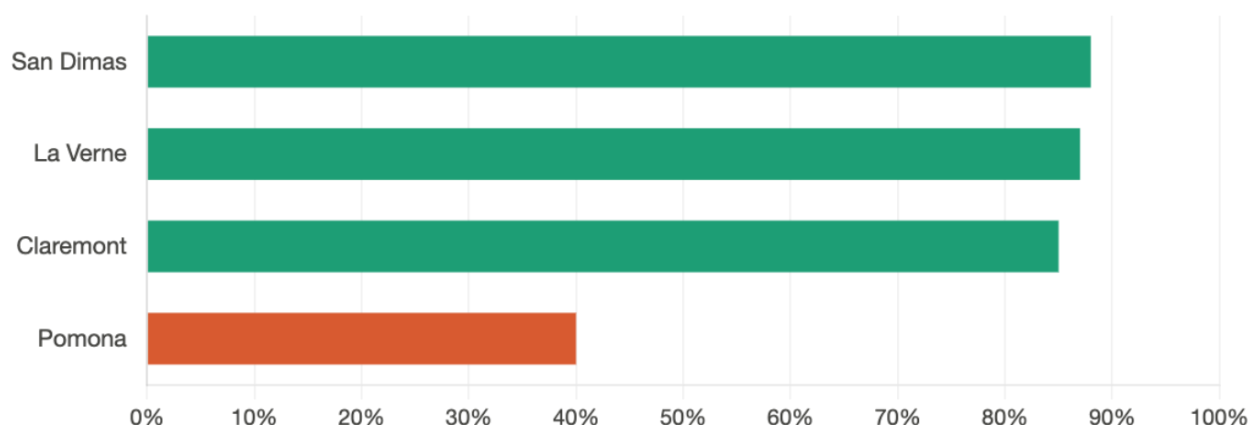
had trips in 2+ PVTA cities (52% in all four)

Of identifiable riders

52%

used 2+ funding programs (21% used 6+)

Share of trips occurring outside the rider's home city



Based on identifiable Ecolane trips. Pomona's lower share reflects its position as the regional destination for cross-city travel.

Taken together, these patterns describe a **rider population whose service needs are fluid across cities — not anchored to single cities or single funding streams**. The typical paratransit user in the PVTA service area moves across municipal boundaries and across program eligibility frameworks to obtain transportation. This is the empirical foundation for the joint powers authority structure: the service geography that PVTA exists to serve is regional by its nature, and a single-city transit operation could not practically meet more than a small fraction of any one city's residents' actual travel needs.

Funding Programs and Rider Residency

The cross-city pattern is mirrored in the distribution and diversity of riders across PVTA's funding programs. Table 10 presents the home-city composition of each major funding program, expressed as the percentage of program riders drawn from each city. Each row sums to 100%, and cells are shaded to highlight the dominant home city for each program (darker green indicates a higher percentage). Smaller specialty programs (Dignity ADHC, Regional Center, Rio Rancho, ArtStart, Cooling Center) are grouped together.

Table 10: Home-City Composition of Each Funding Program (FY 2024–FY 2026)

Funding Program	Claremont	La Verne	Pomona	San Dimas	Other
Get About	20%	13%	45%	16%	7%
Claremont DAR	65%	6%	20%	6%	3%
Claremont S/D + AH	17%	15%	49%	16%	3%
Claremont Group	16%	15%	52%	14%	3%
San Dimas (all variants)	16%	13%	46%	21%	4%
Pomona Group	8%	15%	65%	12%	0%
Ready Now	19%	15%	48%	15%	3%
PVTA Ambulatory Rides	22%	20%	36%	21%	1%
One Step	18%	15%	49%	15%	3%
Other Specialty Programs	16%	14%	53%	13%	3%

Claremont DAR shows the strongest correspondence between funding program name and rider residence: 65% of its riders are Claremont residents, with the remainder drawn from across the JPA. No other city-named program shows this degree of alignment. Within Claremont S/D + AH, Claremont Group, the San Dimas-designated programs, and the Pomona-named Pomona Group, the modal rider-residence city for each program is not the city in the program name in three of four cases. Pomona residents constitute 49% of Claremont S/D + AH riders, 52% of Claremont Group riders, and 46% of San Dimas program riders, in each case more than the share from the city named in the program. Pomona Group is small but is the only program besides Claremont DAR where the named city is also the modal residence (65% Pomona).

The pattern partly reflects the underlying composition of the JPA’s rider base — Pomona residents are the largest single-city cohort across most programs — but the breadth of the distribution within city-named programs is worth understanding in the context of each program’s eligibility criteria and funding architecture. Get About, the JPA’s regional program, operates as the only program in the portfolio whose distribution is regional in both name and rider composition: 45% Pomona, 20% Claremont, 16% San Dimas, 13% La Verne.

Program Eligibility Scope Shapes Rider Mix

The contrast between two versions of the San Dimas-designated programs illustrates how program eligibility scope directly shapes rider mix. San Dimas S/D” program drew a rider population that was 52% Pomona residents and 15% San Dimas residents. Its Spare-era successor, “San Dimas DAC S/D (Pickup in San Dimas),” applies a pickup-location eligibility constraint and produces a rider distribution that is 86% San Dimas residents. The two versions of nominally the same program produce dramatically different residency alignment because their eligibility criteria define different rider populations. Programs operating

under city names but with broad eligibility tend to draw rider populations reflecting PVTA's overall demographic distribution; programs with narrower geographic scope produce tighter residency alignment.

Considerations for Program Structure and Cost Attribution

This rider-level view supports three considerations for how PVTA evaluates the alignment between its funding architecture and the service it delivers to member cities.

First, the cross-jurisdictional service patterns documented above are themselves the empirical justification for the joint powers authority structure. PVTA's rider population does not respect city boundaries; the typical rider moves across cities and across funding programs to obtain transportation services. This suggests the PVTA service network provides riders with the flexibility needed to meet their transportation needs and validates a regional structure that allows seamless service across the four cities is necessary to meet this travel demand. Any restructuring of PVTA's governance should preserve the regional framework that the data shows is essential to the rider population's actual service patterns.

Second, continued cost attribution across member cities should be anchored to the rider's home city of residence (not to the city where the trip was taken). A trip taken in Pomona by a Claremont resident represents service delivered to a Claremont household; a trip on a San Dimas-named program taken by a Pomona resident represents service delivered to a Pomona household. Anchoring inter-city cost allocation to rider residence ensures that each city's financial contribution is reconciled against the service flowing to its own residents, regardless of where the trip itself originates and regardless of the funding program that pays for it. This principle establishes a consistent basis for evaluating value-for-contribution across the four cities. Edge cases — trips by tourists, visitors, or riders without a stable residential address in the service area — will require a separate attribution rule, but the principle holds for the large majority of identifiable trips.

Third, PVTA should evaluate consolidation of its current funding program structure into a single unified program. The architecture documented above spans more than ten funding programs with overlapping eligibility, varying degrees of geographic specificity, and rider populations that do not always correspond to the program's nominal city affiliation. With 52% of identifiable riders using multiple programs and a further 21% using six or more, the practical effect of the current structure is that any given rider's service is paid through several revenue streams in proportions that are not transparent at the rider level. The contrast between the Ecolane-era and Spare-era versions of the San Dimas-designated programs demonstrates that more carefully scoped program design produces tighter residency alignment; a consolidated program with a unified eligibility framework could embed this clarity by default. Consolidation would reduce the analytical complexity inherent in the current rider distribution, make cross-subsidy flows transparent at the rider level, and improve each member city's ability to evaluate the relationship between its contribution and the service rendered to its residents.

Mobility Device Summary

The following provides an overview of the mobility requirements of patrons utilizing PVRTA's services, offering key insight into fleet planning and vehicle accessibility needs. Table 9 summarizes the distribution of mobility requirements by fiscal year.

A significant share of riders requires a mobility assistance device, consistently accounting for roughly 35 to 38 percent of trips during that same period. The sustained level of demand for accessible vehicles underscores the importance of maintaining an ADA-compliant fleet with sufficient wheelchair-accessible and/or level boarding capacity to meet rider needs. Meaning, PVRTA vehicles will continue to be accessible and contain a chair lift. As shown, the majority of PVRTA patrons across all fiscal years report no need for a mobility device, ranging from approximately 62 to 64 percent between FY 2021 and FY 2025.

FY 2026 reflects a notable shift in distribution, with trips that required no mobility device increasing to nearly 80 percent and the share of trips that required a mobility assistance device dropping to 20 percent. This may be attributed to the high use of general riders Claremont Dial-a-Ride and Ready Now services. As FY 2026 represents a partial year, this shift should be monitored as additional data becomes available to determine whether it reflects a lasting change in ridership composition or is influenced by the partial reporting period, or by changes in how data is reported. Service animals, baby seats, and oxygen requirements account for a minimal share of trips across all fiscal years, collectively representing less than 1 percent of total demand.

TABLE 9: MOBILITY REQUIREMENTS BY FISCAL YEAR – ALL SERVICES

MOBILITY DEVICE	2021	2022	2023	2024	2025	2026
SERVICE ANIMAL	0.2%	0.1%	0.1%	0.1%	0.0%	0.1%
BABY SEAT	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
NONE	64.2%	62.6%	62.0%	61.8%	64.5%	79.9%
OXYGEN	0.0%	0.0%	0.1%	0.2%	0.1%	0.0%
MOBILITY ASSISTANCE DEVICE	35.6%	37.2%	37.8%	37.9%	35.4%	20.0%