

TRANSPAC
Transportation Partnership and Cooperation
Meeting Notice and Agenda
THURSDAY, MARCH 13, 2014

9:00 A.M. to 11:00 A.M.
Pleasant Hill City Hall – Community Room
100 Gregory Lane, Pleasant Hill

TRANSPAC reserves the right to take formal action on any item included on this agenda, whether or not a form of resolution, motion, or other indication that action will be taken is included on the agenda or attachments thereto.

- 1. Convene Meeting/Pledge of Allegiance/Self-Introductions**
- 2. Public Comment:** At this time, the public is welcome to address TRANSPAC on any item not on this agenda. Please complete a speaker card and hand it to a member of the staff. Please begin by stating your name and address and indicate whether you are speaking for yourself or an organization. Please keep your comments brief. In fairness to others, please avoid repeating comments.

CONSENT AGENDA

- 3. Approval of February 13, 2014 TRANSPAC Minutes**

ACTION: Approve minutes and/or as revised/determined.

Attachment: February 13, 2014 TRANSPAC Minutes

END CONSENT AGENDA

- 4. Rick Ramacier, General Manager CCCTA and Peter Engel, CCTA Program Manager Presentation on the County Connection Mobility Management Plan**

Please also note that Rick Ramacier, County Connection and Peter Engel, Contra Costa Transportation Authority have been directed by CCTA to review the County Connection Mobility Management Plan with all RTPCs and report back to CCTA in the Spring. A presentation on this topic was made to the TRANSPAC TAC on February 27, 2014.

ACTION: As determined.

Electronic Attachment: Contra Costa County Mobility Management Plan, Final Draft, October 17, 2013. **Attachment:** Minutes of the February 27, 2014 TRANSPAC TAC meeting as background.

5. **At the February 2014 TRANSPAC Meeting TRANSPAC Chair Durant Reviewed the Issues Raised by CalPERS Regarding the Status of 511 Contra Costa Employees.** In addition, he suggested and TRANSPAC supported the use of TRANSPAC reserves to engage Best Best & Krieger (BB&K) to provide staff services to establish a TRANSPAC Joint Powers Authority (JPA). This action will establish employee status for current and future 511 Contra Costa employees. This approach was supported by the TRANSPAC Board at the February TRANSPAC meeting and will be formally reviewed and considered at the April 2014 TRANSPAC meeting. At that time, TRANSPAC will review the Draft TRANSPAC Proposed Joint Exercise of Powers Agreement (JPA) and consider it for action.

ACTION: Accept Chair Durant's report and approve formal engagement of BB&K to address PERS issues affecting the 511 Contra Costa employees.

Please note that review and action on the establishment of a TRANSPAC Joint Exercise of Powers Agreement (JPA) is scheduled for the April 10, 2014 TRANSPAC meeting.

6. **Review of the TRANSPAC Action Plan and Request to Circulate the Draft for a 30-Day Agency, RTPC, and Local Jurisdiction Review and Comment. Presented by Deborah Dagang, CH2MHill**

ACTION: Request to circulate the Draft Action Plan for a 30-day review.

Attachment: The Draft Action Plan will be sent as a separate email to the full TRANSPAC mailing list.

7. **511 Contra Costa Staff and TRANSPAC Reports**

ACTION: Accept report(s) and/or as determined.

8. **TRANSPAC CCTA Representative Reports:** Reports on the most recent CCTA Administration and Projects Committee (Member Pierce), Planning Committee (Member Durant), and the CCTA Board meeting (Members Pierce and Durant).

ACTION: As determined.

9. **CCTA Executive Director's Report from Randell H. Iwasaki Regarding Authority Actions/Discussion Items**

Attachment: Executive Director's Report from February 19, 2014 CCTA Meeting.

10. **Items Approved by the Authority on February 19, 2014 for Circulation to the Regional Transportation Planning Committees (RTPCs) and Related Items of Interest**

Attachment: Letter to RTPCs from Randell H. Iwasaki dated February 24, 2014 regarding items approved by the Authority on February 19, 2014.

11. **TAC Continued Discussion on a Protocol for the Use of TRANSPAC Line 28a Subregional Transportation Needs Funding and a Report to TRANSPAC Expected Later This Year.** In addition, a request has been made to begin a discussion at the TAC level regarding how Line 20a funds, “Additional Transportation for Seniors and People with Disabilities,” might be considered for allocation in preparation for FY 2014-15.
12. **Appointment(s) to Countywide Bicycle and Pedestrian Advisory Committee.** The TAC reviewed a letter from CCTA Executive Director Randall H. Iwasaki regarding appointments to the Countywide Bicycle and Pedestrian Advisory Committee.

CCTA staffer Matt Kelly advised that the Countywide Bicycle and Pedestrian Plan would be updated in 2014 in a parallel process with the update of the CTP. By consensus, the TAC recommended that Jeremy Lochirco continue to serve as its representative with Corinne Dutra-Roberts to continue to serve as the alternate on the Countywide Bicycle and Pedestrian Advisory Committee.

TRANSPAC is requested to accept and/or revise this recommendation.

ACTION: Accept recommendation and/or as determined.

13. **Oral Reports by Jurisdiction:** Reports from Concord, Clayton, Martinez, Pleasant Hill, Walnut Creek, and Contra Costa County, if available.

ACTION: Accept report(s) and/or as determined.

14. **Agency and Committee Reports:**

TRANSPAC Status letter from February 13, 2014 meeting to Randall H. Iwasaki, CCTA.
TRANSPLAN
SWAT
WCCTAC

County Connection – Fixed Route and LINK reports may be downloaded at: <http://cccta.org/public-meetings/agendas/os-march-2014>

CCTA Project Status Report may be downloaded at: <http://transpac.us/wp-content/uploads/2008/08/CCTA-Project-Status-Report.pdf>

ACTION: Accept reports and/or as determined.

15. **For the Good of the Order**

16. **Adjourn/Next Meeting. UPDATE - Please note that there will be an April TRANSPAC meeting. The April 10, 2014 TRANSPAC meeting will be held at its usual time and place. The May meeting is scheduled for May 8, 2014 at 9:00 A.M. in the Community Room at Pleasant Hill City Hall unless otherwise determined.**

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TRANSPAC Meeting Summary Minutes

MEETING DATE: February 13, 2014

ELECTED OFFICIALS PRESENT: David Durant, Pleasant Hill (Chair); Mark Ross, Martinez (Vice Chair); Julie Pierce, Clayton, CCTA Representative; Loella Haskew, Walnut Creek; and Ron Leone, Concord

PLANNING COMMISSIONERS PRESENT: John Mercurio, Concord; Bob Pickett, Walnut Creek; and Diana Vavrek, Pleasant Hill

STAFF PRESENT: John Cunningham, Contra Costa County; Corinne Dutra-Roberts, 511 Contra Costa; Eric Hu, Pleasant Hill; Jeremy Lochirco, Walnut Creek; and Lynn Overcashier, 511 Contra Costa Program Manager

GUESTS/PRESENTERS: Randell Carlton, Chief Financial Officer, Contra Costa Transportation Authority (CCTA); Dahlia Chazan, Arup; Randell Iwasaki, Executive Director, Contra Costa Transportation Authority; and Michael Wright, City of Concord Reuse Project Director;

MINUTES PREPARED BY: Anita Tucci-Smith

1. Convene Meeting/Pledge of Allegiance/Self-Introductions

The meeting was convened at 9:05 A.M. by Chair David Durant, the Pledge of Allegiance was observed, and self-introductions followed.

2. Public Comment

There were no comments from the public.

CONSENT AGENDA

3. Approve December 12, 2013 Minutes

ACTION: Approved. Pierce/Leone/Unanimous

END OF CONSENT AGENDA

4. Presentation by Michael Wright, City of Concord Reuse Project Director, on the Current Planning for Reuse of the Concord Naval Weapons Station (CNWS)

Michael Wright, City of Concord Reuse Project Director, advised of the plan that the City of Concord City Council had adopted in 2012 which had been amended into the City General Plan. In 2012, the City had also certified an Addendum to its Programmatic Environmental Impact Report (EIR), which had then been sent as an update to the U.S. Navy to provide the Navy with more clear direction as to what the community and the City wanted to have done with the property. He displayed a graphic of the Reuse Plan which he noted was supported by a three-volume set of materials that laid out the planning principles and in many cases some preliminary design guidance for developers, and standards of convenience for the various neighborhoods and districts on the property. A second volume effectively codified all the mitigation in the EIR so that a developer would know exactly what was expected to mitigate impacts. The third component was a Climate Action Plan (CAP) for the Concord Naval Weapons Station base itself. He added that subsequent to that the City of Concord had prepared a CAP for the entire City incorporating the guidance, policies, and suggestions for the CAP for the base.

Mr. Wright noted that the Reuse Plan had hard edged boxes primarily presented so that the public and those working on the plan could see the incorporation of their wish list. He explained that when the Area Plan had been produced, it had taken those uses and homogenized them into various districts and neighborhoods to identify what was allowed, what was suggested, and set floors and ceilings for square footages and the like. He pointed out the lower densities (5-6 units per acre) on the western edge of the property, with a higher density in the villages on the eastern edge, and with schematic representations of neighborhood centers of retail, a park, a plaza, or some centralized point in each neighborhood. Moving towards BART the densities increased (25-50 units/acre) and right up against BART mixed use would be located with residential densities of 75 units/acre mixed in with commercial or other retail uses closer to BART.

Mr. Wright pointed out that the Plan included a total of 750 acres of new parks, open space, and greenways with bike paths, walking and hiking trails, and 28 miles of Class I bike paths around the green frame and the different neighborhoods. Two other parts of the transfer was 2,700 acres that had been requested by the East Bay Regional Park District (EBRPD) to be transferred from the Navy directly to the EBRPD to become a regional park, which the City of Concord supported with the proviso that its first and primary use would have to be mitigation for the development footprint on the base. Negotiations continued between the City and the EBRPD, U.S. Fish and Wildlife, and California Fish and Wildlife as to how that would work. Another piece had been slated to be transferred through a public benefit conveyance to the Contra Costa County Fire and Sheriff's organization for a County training facility although there was a question as to whether that organization would be able to provide that benefit given that three years of progress would have to be shown. The EBRPD would have to comply with the same requirement as would Cal State East Bay in that the other big site on the base that had originally been set aside was for a four-year campus for Cal State East Bay. As such, a research and development campus environment if there was any interest in providing that type of use could be considered in place of a four-year university.

While waiting for the Navy to do what it needed to do, Mr. Wright stated that a general first phase of development was being pursued, and he showed those areas on the map displayed. A grant from the Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) had been secured to look at some specifics of Phase 1; parking, walkability, and sustainable aspects.

Mr. Wright stated in aggregate the first phase would be 425 acres primarily at Willow Pass Road up to the BART station. A small area of commercial retail in Phase 1 was partially to provide some flexibility for commercial/retail development in the first phase, and some area had been set aside to install a PG&E substation to provide power to the whole area. He noted that the front nine of Concord's Municipal Golf Course was on Navy property and the transfer of that portion of the golf course was being pursued. There had been vetting with developers and most had indicated a desire to start development around Willow Pass Road, with 200 or so homes, and it had been made clear that there could be a wide range of product to respond to the market, which was why that area would be from Willow Pass Road to the BART station to pick up lower density units with higher density up to the BART station.

Mr. Wright identified the objectives related to the ABAG and MTC grant and noted that they had been supportive, had allowed a second round of funding to help to refine the plan, and had been designated to help the City of Concord in its conversations and negotiations with the Navy.

With respect to the work to be done by others, Mr. Wright stated that the Navy was not allowed to do anything to put a Record of Decision in place for an Environmental Impact Statement (EIS). The City had provided the plan in 2012 and in early 2013 the Navy had actually started the EIS, had done public scoping, and was in process to have a draft EIS for public review in April 2014. He noted that the federal action was the actual transfer of the land which had no impact and secondary impacts had to be considered. The EIS would use chunks of the City of Concord's EIR to talk about the actual development of the property. The Navy could not mitigate or force mitigation of impacts, and it had to conduct a Section 7 consultation with U.S. Fish and Wildlife on two endangered species on the property. The City had filed an application for a 404 permit with the U.S. Army Corps of Engineers and the Corps had advised Fish and Wildlife that it would issue the City of Concord a permit which would have the City participate in a Section 7 consultation allowing it to be involved to address how mitigation would be addressed on the property. He stated that progress was being made.

In addition, a 106 compliance under the National Historic Preservation Act would also have to be done to address two sites on the property for the National Registry for prehistoric sites; one in the development and one in the area to be transferred to the EBRPD. Once done, the Navy would have to get a Finding of Suitability for transfer of the property from the Environmental Protection Agency (EPA) with concurrence by the California Department of Toxic Substance Control (DTSC) and the Regional Water Board, which was ongoing. Part of the reason for the initial footprint was to avoid areas where the Navy had either done clean-up not yet clean enough or would not do clean-up which would have to be addressed over time. The intent was to get the footprint very clean to allow developers to immediately be able to launch construction.

As to schedule, Mr. Wright stated that the Navy decision on the EIS was expected in early 2015, open space management planning would be done by the end of the summer 2014, the Navy was continuing with its clean-up although there was a possibility that some of the clean-up would be better privatized, and the City of Concord was looking to privatize the activities to allow more control. The City was also continuing to look for help to finance the Reuse Plan and he described some of his efforts in that regard including the potential creation of Infrastructure Financing Districts (IFDs).

Mr. Wright noted that it appeared that the Governor was actually interested in doing something about IFDs which had actually been specified in the budget. In the meantime, negotiations with the Navy continued as to the value and where the Navy would take that value out and the City would be working on those issues for the next six months and had targeted the initial disposition in early 2015. In anticipation of that, efforts had been made to commence a three-step process to select a master developer for the first phase of development with a Request for Proposal (RFP)/Request for Qualifications (RFQ) process. The RFQ had been put out a couple of weeks ago with over a hundred firms attending a pre-response conference, almost 75 people had signed up to be given tours of the base which had occurred last week, and the intent would be to get a reasonable number of statements of qualifications from potential master developers which would be reviewed with recommendations to the Concord City Council in the spring. A short list of developers financially capable and in alignment with the community and the City's vision for the property would be selected by the City Council, which would allow candidates to identify specifics to better identify their proposals, which would be due in the early fall 2014. A staff process would review that information and it was hoped that at least two finalists would be identified at the end of the calendar year. A good response was expected.

In response to Director Leone with respect to the IFDs, Mr. Wright explained that an IFD would allow the City to take tax increment, as with a Redevelopment Agency, to be applied to a variety of a different types of projects. The money would come to the City to augment whatever a developer would be doing and also be a way that the City could issue bonds; a mechanism for the City to have some revenue to help in the process.

Director Leone noted that he had been asked when the first shovel for commercial or residential would occur in the Area Plan, to which Mr. Wright explained that the first shovel into the ground would be for infrastructure and if the property transferred in 2015, a master developer would have to come in with specific planning for a first step. If that master developer had done some of that specific planning in the proposal process it could be accelerated, but the specific planning would require City review. He suggested mid to late 2016 would be the earliest any major work could occur.

In response to John Mercurio as to what could be done with the police and fire portion of the Plan if they were not able to fund that piece, Mr. Wright advised that Arup was currently evaluating options. The site backed up to the Army's Reserve Unit area and was not a good place for housing although it was possible that if supported by the market the orientation of the golf course could be changed to align with some sort of hotel type of complex. There was also consideration of whether or not the acreage designated for a sports complex could be traded with another use although that use would have to generate enough revenue to make it worth a developer's while to remove all the existing buildings. He did not think that a sports complex would be able to do that in that the existing buildings were full of lead-based paint and some asbestos, which was why it was considered to be a great site for fire and sheriff who could take the buildings down as part of training. He explained that some of the buildings had already been used for fire and sheriff training. He was hopeful they would be able to pull it off and as such there was no desire to jump to an alternative use at this time.

Bob Pickett referred to the interest from the Raiders organization which wanted 300 acres and parking for 25,000 cars and a facility that would be used only eight times a year, which was a tough sell.

Mr. Wright offered the unpromising stats and suggested that the Oakland A's would be a different story although the A's were not interested as yet.

In response to Randy Iwasaki as to whether another university could be considered, Mr. Wright stated they were looking at that possibility. The General Plan and the Area Plan allowed the use of a four-year university without specifying a specific university and if another wanted to move into the site that could be accommodated. What could also be accommodated would be the creation of a campus similar to office buildings where UC Davis, UC Berkeley, Cal State, the Jr. College District, and others could all have shared facilities although someone would have to be on point to develop or fund that system to make it work. There had been preliminary conversations into that possibility as well.

Director Ross asked about financing and the possibility of a transfer tax scenario for resales or a set fee for subsequent transfers, to which Mr. Wright stated that fees had been considered and a process of adding up all the fees involved with all building had been pursued. He added they were at a point to ask and answer some of those types of questions.

Mr. Iwasaki verified that right-of-way on State Route 4 and Willow Pass Road was being considered to accommodate the potential for excessive traffic associated with the Area Plan.

Chair Durant thanked Mr. Wright for the presentation and update.

5. In response to the issues raised by CalPERS regarding the status of 511 Contra Costa employees, a report by Chair Durant on the current status of discussions/issues, and the engagement of Best Best & Krieger in support of the establishment of a TRANSPAC Joint Powers Authority to establish status for past employees as well as current and future 511 Contra Costa employees and/or as determined

Chair Durant presented a brief historical background to the creation of a subcommittee comprised of Directors Pierce, Mitchoff, and Durant to address the 511 Contra Costa challenge; described a series of meetings and discussions with the CCTA of those employees becoming part of the CCTA, which had been found to be infeasible; explained that consultants were working with them and CalPERS to come up with a notion to address the issue through a TRANSPAC JPA, with each member jurisdiction to join a JPA; and stated that Best Best & Krieger had been hired and Mala Subramanian, who also worked with the CCTA, had done some initial work. He noted that at the end concurrence from all member jurisdictions would be sought with Best Best & Krieger to do the legal work, with that work to be fast tracked. He added that CalPERS had not yet given notice that would start the accelerated clock.

Chair Durant explained that other organizations had done the same thing and it was not a fast process, there were pitfalls and the consultant team had been asked to look at what other organizations had done and what problems had been encountered to avoid mistakes and to expedite the process within an 18- to 24-month period.

Director Pierce explained that a TRANSPAC JPA had been considered over the years but had not been an issue because 511 Contra Costa employees were considered to be City of Pleasant Hill employees, although CalPERS had opined differently and an alternative was being pursued as quickly as possible.

Director Pierce stated it would take some time to get a JPA formed but she wanted to make clear that the formation of a JPA would cost jurisdictions no more than the current payments to TRANSPAC. She emphasized that the 511 Contra Costa organization received all its funding through grants and was 100 percent covered through other grants, which was expected to continue. She reiterated that there would be no additional costs associated with the formation of the JPA.

Director Pierce advised that Ms. Subramanian and her team were putting together a list of pros and cons as well as a timeline for moving forward and drafting a document that would be the resolution to form the JPA, which was expected to be a straightforward process to go quickly and within a few months to go to all the member jurisdictions for approval. She saw no downside to the formation of a JPA, suggested there could be an economy of scale with contractors, and suggested there were other opportunities such as several jurisdictions that provided local transportation services for seniors and the like could pool their efforts to gain an efficiency of scale. She added that TRANSPAC jurisdictions had worked well for more than 20 years and together would be stronger and a JPA would be a way to capitalize on that. She expressed her hope there would be no resistance to get a JPA approved and emphasized that would be the only alternative to address the situation with CalPERS and 511 Contra Costa employees.

Director Haskew noted that with the formation of a JPA moving forward the pensions would be fine but she asked if that would solve the problem retroactively, to which Chair Durant stated that was as yet unknown. There would have to be negotiations with CalPERS and potentially a dual class structure would have to be created. Those were issues to be negotiated as part of the process.

Director Haskew asked if it was appropriate to mention the issue in council announcements, to which the Chair concurred that would be appropriate given that each member jurisdiction and the County would have to approve the JPA.

As to the language to be used in the announcements, Chair Durant stated that a talking points document had been discussed and was part of the ongoing process. The first step and the best language would be for TRANSPAC to ratify the hiring of Best Best & Krieger and for TRANSPAC to talk about the funding process. He explained that there is money in TRANSPAC reserves to fund the process.

Director Pierce added that a preliminary budget from Best Best & Krieger had been identified and that amount had been set aside in reserves, was available, and was expected to fund the process without having to ask for more. The cost had been estimated at \$9,000.

In response to Director Leone as to whether there had been initial discussions with the member jurisdictions, Chair Durant advised there had been some discussion with the City Managers group when at that time the better option of the CCTA approach had been discussed.

Chair Durant noted that Best Best & Krieger is being funded through the City of Clayton as opposed to the City of Pleasant Hill because Clayton already had a relationship with that firm.

Director Pierce described some nervousness on the part of the City Managers for the cost to pursue a JPA although she re-emphasized that 511 Contra Costa was self funded and had always been self funded.

Chair Durant explained, when asked, that the process of JPA creation was being fast tracked so that the ongoing discussions with CalPERS would protect current 511 Contra Costa employees. As to what had occurred to create the situation, he suggested strained relations with CalPERS and the Internal Revenue Service (IRS) might be involved. He commented that there was a Plan B involving members of TRANSPAC traveling to Sacramento to discuss the issue.

Director Haskew suggested the use of a pension consultant and a potential request for an IRS ruling, and although Director Ross concurred that suggestion had merit, there was no consensus to pursue that avenue at this point.

Chair Durant requested authorization to continue with the effort to form a JPA, to use the \$9,000 set aside to pay for the effort, and with concurrence to place the item on the TRANSPAC agenda in March with members to take the issue of a JPA to their jurisdictions. There was no objection to that course.

6. 511 Contra Costa Staff and TRANSPAC Reports

Lynn Overcashier, 511 Contra Costa Program Manager, stated that for the first time in five years a follow-up survey for 511 Contra Costa programs had been needed pursuant to Bay Area Air Quality Management District (BAAQMD) requirements. She was pleased to see that the defaults being used remained consistent with two exceptions; the one-way trip length where the average had increased from 22 one-way miles to get to work to 27 miles, which had been surprising, and that the number of individuals getting to a carpool, vanpool, BART or transit having to make that trip in a car had increased from 17 percent to 40 percent, which showed the many directions that people were having to go to get to their place of employment. All other defaults were similar as they had been for years, remained consistent, and the response rate had been good. That information would be sent to the BAAQMD. She added that all was well on the programmatic side.

Director Haskew asked if the increases were because neighborhoods were not as cohesive as they used to be, although Ms. Overcashier stated that people still had to drive to get to wherever they were going to meet someone and everyone lived just a little bit farther away.

Ms. Overcashier advised that there was no TRANSPAC report other than Barbara Neustadter appeared to be healing well from her recent hip replacement.

7. TRANSPAC CCTA Representative Reports

Director Pierce reported that there had been a good meeting of the Administration and Projects Committee. Of particular interest was an item approving funding for the Kirker Pass Road truck climbing lanes in the northbound direction which would be a real safety improvement. The other thing on consent was the I-680 North Express Lane project which was the gap closure project between Marina Vista in Martinez and Rutger Road in Walnut Creek.

Approval of state and federal legislative advocacy programs on the regular agenda had not changed much from last year, and Director Pierce stated she had asked if they could lobby at the feds to use the California Environmental Quality Act (CEQA) instead of the National Environmental Policy Act (NEPA), which would save money. The other significant item was the workshop on the Total Compensation Study and it had been discussed with information to come back for the April meeting. She explained that the Authority would be looking for a comprehensive compensation package to see how it ranked with some comparisons throughout the state.

Chair Durant noted that the compensation for staff was not just Bay Area wide. He reported that the City of Hercules' Compliance Checklist had been approved and every city now had its Compliance Checklist approved.

Mr. Iwasaki added that every city also had its Housing Element approved for the last cycle.

For the Planning Committee, Chair Durant reported that ABAG had released its 2013 forecasts, the committee had received a status report on the 2014 Countywide Transportation Plan (CTP) update, and there had been an update on legislative activity along with a robust discussion on mobility management.

8. CCTA Executive Director's Report from Randell H. Iwasaki regarding Authority Actions/Discussion Items

Mr. Iwasaki reported great progress on a number of projects in the area, designing SR4 widening in the I-680 Interchange; breaking ground on the connector ramps which had been designed and awarded to RGW (Pleasanton), with ground to be broken in the near future; and opening up 15 lanes of new freeway on SR4. He also reported that he had introduced Lafayette to Streetline, a smart parking program that placed sensors with five-year batteries, which program could identify street light function, noise, pavement, help enforce, and set dynamic prices for parking spaces. He commented that there were companies that could also reserve parking spaces. The City of Los Angeles, Beverly Hills, and others had used that same technology. Lafayette was looking for that technology on Mt. Diablo Boulevard.

Director Pierce commented that with the opening of new freeway lanes drivers were now using SR4 instead of surface streets.

Mr. Iwasaki also referred to the Department of Transportation (DOT) which had been tasked by Congress to produce a Strategic Freight Plan. He noted that 40 percent of all goods entering the U.S. entered from Long Beach and Los Angeles, and the Port of Oakland and the Oakland Airport created 73,000 jobs. He wanted to ensure that the DOT adequately planned for the future of goods movement. There were 316 million people in the US and 360 million expected by 2050, and the DOT was working to take a look at the movement of freight beyond state lines. He commented that a port tour could be scheduled for those interested.

9. Items Approved by the Authority on November 20, 2013 for Circulation to the Regional Transportation Planning Committees (RTPCs) and Related Items of Interest

Letters to the RTPCs from Mr. Iwasaki dated January 17, 2014 regarding items approved by the Authority on January 15, 2014; and dated December 27, 2013 regarding items approved by the Authority on December 18, 2013 were provided.

10. TAC Oral Reports by Jurisdictions

Eric Hu reported that the City of Pleasant Hill had awarded a construction contract for Contra Costa Boulevard and would be awarding another contract early next month. He explained that the bridge project would take place over the course of two seasons and Contra Costa Boulevard would be done by the end of the fall.

John Cunningham reported that Contra Costa County had selected a consultant for the Treat Overcrossing on I-680 which would start quickly and was expected to be completed in 2014. The Olympic Corridor Trail Connector Study would also be done this year.

11. 2014 TRANSPAC Meeting schedule

The 2014 TRANSPAC meeting schedule was provided.

12. Agency and Committee Reports

There were no reports.

13. Election of TRANSPAC Chair and Vice Chair for the 2014 Term

Election of TRANSPAC Chair for the 2014 Term

ACTION: Elected Mark Ross as TRANSPAC Chair for 2014. Durant/Pierce/Unanimous

Election of TRANSPAC Vice Chair for the 2014 Term

ACTION: Elected Loella Haskew as TRANSPAC Vice Chair for 2014. Durant/Pierce/Unanimous

Acknowledgement of Chair Durant's Year of Service as 2013 TRANSPAC Chair

Newly elected Chair Ross presented a plaque and gavel to former Chair Durant in recognition of his service as TRANSPAC Chair for 2013, serving with his usual honor, wit, and charm.

From Barbara Neustadter and in thanks for his service as Chair, Ms. Overcashier presented former Chair Durant with KIND bars

14. For the Good of the Order

There were no comments.

15. Adjournment

The meeting was adjourned at 10:25 A.M. The next meeting is scheduled for March 13, 2014 at 9:00 A.M. in the Community Room at Pleasant Hill City Hall unless otherwise determined.

Contra Costa County Mobility Management Plan

Final Draft

October 17, 2013



County Connection

Contra Costa County Mobility Management Plan

October 17, 2013

Prepared for

County Connection

by

Innovative Paradigms

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EXECUTIVE SUMMARY

The Central Contra Costa Transit Authority (County Connection) has taken the lead in managing the planning process for the development of a mobility management plan for the entire County. This Plan resulting from that effort is meant to guide implementation of a broad array of services under the mobility management framework. The starting point for the planning process is the definition of the concept.

Mobility Management is the utilization of a broad mix of service delivery and support strategies that are directed primarily at the travel needs of seniors, persons with disabilities, and low income individuals. These strategies often integrate with and support other public service solutions provided to the larger public transit and paratransit rider populations. Mobility Management is not one solution but a toolkit of solutions that are tailored to the service needs of the special population groups.

This Plan recommends the formation of an organization to take the lead in implementing a broad range of mobility management strategies. Specifically, a Consolidated Transportation Services Agency (CTSA) is recommended for Contra Costa County. A CTSA in the County would provide the vehicle through which the list of desired services could be deployed. The creation of a Mobility Management Oversight Committee is recommended to undertake the tasks needed to establish the CTSA. Options for funding the program are identified. A draft startup budget and a draft sample initial annual operating budget are included in the Plan. An initial budget of \$325,000 is proposed for each of the first two years of full operation following the formation phase.

The Plan acknowledges the contributions and relationships of the existing human service agencies in the County. It recommends careful attention to the roles of these organizations relative to the new CTSA and that funding considerations always be based upon a thorough analysis of the impacts of coordinating efforts between these existing organizations and the new agency.

The Plan suggests a number of service strategies responding to transportation needs identified in the planning process. These gaps were vetted through outreach efforts with community stakeholders that work with seniors, persons with disabilities, and persons with low-income. The specific strategies proposed for Contra Costa County are listed on the following page:

Contra Costa Mobility Management Plan

- Travel training: Create a program to teach bus riding skills on all county transit systems.
- Improved ADA Eligibility Process: Institute a refined countywide ADA eligibility process, possibly an in-person assessment approach, to improve the accuracy of the eligibility determinations.
- Agency Partnerships: Work with human service agencies so they can provide transportation to their clients who currently use the ADA paratransit service operated by the transit agencies.
- Centralized Maintenance: Evaluate the viability of a centralized maintenance program directed at serving the unique needs of the human service community who are operating a variety of vehicles in their programs.
- Volunteer Driver Program: Expand volunteer driver programs throughout the County as an inexpensive means of serving difficult medical and other trip needs for seniors and persons with disabilities.
- Central Information Program: Expand information availability by making meaningful resource information available through a central referral mechanism.
- Advocacy Role of Mobility Management: Determine the level of advocacy appropriate for a new CTSA in Contra Costa County and include the new agency in all transportation planning processes.
- Technical Assistance Program: Include technical support as one of the services of the newly created CTSA to assist the human service community and other agencies in planning, grant management, and other technical functions.
- Driver Training Program: Establish a professional and consistent driver training program for human service agencies; offer driver training services relating to special needs populations to existing paratransit providers.

Chapter 1: METHODOLOGY

Background

The Contra Costa Mobility Management Plan was commissioned by the County Connection. It was derived from a Countywide outreach process, involved agencies throughout the entire County, and offers strategies applicable to the entire County. The Plan's technical basis is derived from input from transportation experts representing many agencies and the experience of the consulting team.

The Plan is intended to guide long term development of mobility management projects that fill gaps in existing transportation services and are sustainable both on the basis of organizational structure and funding. Traditional transportation services, such as public transit, are increasingly challenged to meet the needs of a diverse population. Public transit or "mass transit" is designed to carry large amounts of riders. Public transit includes fixed-route bus and rail service for the general public and paratransit bus service for disabled individuals in the community as described in the Americans with Disabilities Act (ADA). Although public transit provides an appropriate means of transportation for a majority of riders, there is an increasing population that requires specialized transportation. The result is increased emphasis on specialized programs that enhance transportation services and provide alternatives to fill gaps that seniors, persons with disabilities, and persons with low-income face. These are broadly defined as mobility management strategies. Effective mobility management strategies are those that coordinate with existing transportation services including: public transit, community based, and human service transportation programs. These strategies fill gaps often lost through public transit and will vary based on the demographic group being served. Examples of mobility management strategies specific to Contra Costa County are detailed in Chapter 3.

The identification and pursuit of these service delivery strategies is not enough to meet the need. Only through institutional commitment and appropriate institutional structures can these unique delivery strategies be provided. A CTSA will provide the framework for that process in Contra Costa County.

Methodology and Outreach

The process used to construct the Plan involved the following steps:

Establish overall project direction and objectives: This initial planning stage involved discussions with the agencies managing the planning process, in particular County

Connection and the Contra Costa Transportation Authority (CCTA). The result was the broadening of the objective of the project to include consideration of the full range of mobility management options and structures for the County as opposed to a “one-stop” information referral project.

Identify appropriate mobility management functions and service delivery structures through technical analysis and community input: The analytical portion of the planning process was strongly supported by extensive community input. Activities involved meetings with community agencies to identify needs and to present technical options. The results of this process became the list of strategies included in the Plan.

Formal advisory input: The planning process was supported by two levels of advisory input. The first was the formation of an ad hoc Stakeholders Advisory Committee. This group represented varying interests throughout the County and included a cross section of agency types and geographic perspectives. The direction provided by this group was invaluable to the direction of the Plan. Among the most important outcomes of the advisory committee was recognition that an institutional framework was necessary to deliver the creative service options that are needed. The Plan defines both the structure recommended and the functional programs that were identified by the community and Advisory Committee.

The second level of advisory input was in the form of three Summit meetings held throughout the County. These Summits were structured to solicit input and feedback on specific mobility management options. Input from the participants was extremely helpful in defining the elements of this Mobility Management Plan.

Throughout the outreach process, stakeholder input was elicited to identify the challenges that their target population face when traveling throughout Contra Costa County. These findings were used to design strategies to fill the gaps that are detailed in Chapter 3. Throughout the outreach process the overarching theme was the lack of coordination amongst human service agencies, transit operators, and private/public/non-profit agencies. Although there are many providers of transportation, there is no central focal point for coordination, implementation, and enhancement of transportation options for these special needs populations. The recommendations in this Plan provide a comprehensive approach to address the challenges identified through outreach to the community.

Chapter 2: MOBILITY MANAGEMENT STRUCTURE OPTIONS

Mobility management is one part of a complex matrix of transportation services in any urban area. The “public transportation system” is made up of a number of elements that interact and often overlap. The major components of a public transportation system are: fixed-route bus service for the general public, paratransit bus service for individuals with disabilities as described in the Americans with Disabilities Act (ADA), and mobility management/human service transportation serving the specialized transportation needs of the population. These three elements have traditionally operated independently of each other.

In a coordinated transportation system, the three elements work in a more integrated fashion to serve certain targeted populations, specifically individuals with disabilities, the elderly, and persons of low income. This can result in service and cost efficiencies that yield benefits for the individual riders, public agencies, and smaller human service transportation providers. Within a coordinated transportation system, public transit, community based and human service agencies work with one another to refer riders to the service that is most appropriate for their functional abilities. Presently there are agencies in Contra Costa County that refer riders, but throughout the planning process there has been an emphasis on expanding and enhancing these efforts in a coordinated fashion. The quantitative and qualitative impacts of integrating a coordinated transportation system are captured in this Plan.

Though “mobility management” has often been defined narrowly to focus on one-stop call centers, this Plan takes a broader view. The concept goes far beyond minimal trip planning efforts for individuals to much broader strategies capable of improving service delivery to much larger numbers of individuals. No one strategy can serve all of the needs of the special needs groups targeted and for this reason the Plan consists of a variety of programs each meeting some aspect of the overall demand. This Plan includes strategies that exceed available funding and sets forth a list with recommended priorities. It also suggests approaches to funding intended to create a viable and sustainable program.

Consolidated Transportation Services Agency

Elements embodied in the concept of mobility management have been a part of the transportation service delivery framework for many years. Only recently have these elements been referred to as mobility management. Federal coordination requirements are now placing renewed emphasis on strategies to increase coordination in California such as the formation of CTSA's.

When the State passed AB 120, the Social Services Transportation Improvement Act, it allowed county or regional transportation planning agencies to designate one or more organizations within their areas as Consolidated Transportation Service Agencies (CTSA's). The goal was to promote the coordination of social service transportation for the benefit of human service clients, including the elderly, disabled individuals, and persons of low income. AB 120 specified the following strategies of service coordination through the use of CTSA's:

- Cost savings through combined purchasing of necessary equipment.
- Adequate training of drivers to insure the safe operation of vehicles. Proper driver training to promote lower insurance costs and encourage use of the service.
- Centralized dispatching of vehicles to efficiently utilize rolling stock.
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible.
- Centralized administration of various social service transportation programs to eliminate duplicative and costly administrative functions. Centralized administration of social service transportation services permitting social service agencies to respond to specific social needs.
- Identification and consolidation of all existing sources of funding for social service transportation. This can provide more effective and cost efficient use of scarce resource dollars. Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

The CTSA structure is unique to California. While other states are beginning to implement coordinated transportation projects, only California has the state legislated model of the CTSA. Thus, for three decades, initiatives to coordinate human service transportation programs in California have been largely guided by AB 120. There is a new focus on CTSA's as the appropriate entity to implement the programs embodied in the federal legislation that provides funding for mobility management projects. Other communities are seeking to create new CTSA's or designate existing organizations as CTSA's to combine the State and federal legislation into service delivery mechanisms

that have resources and focus to achieve real coordination. A significant dialogue is underway throughout California regarding the role of the CTSA and its ability to meet both the federal and State coordination requirements.

In January 2013, the Metropolitan Transportation Commission (MTC) circulated a Draft Coordinated Public Transit – Human Services Transportation Plan Update which recommends the designation of CTSAs to facilitate sub-regional mobility management and transportation coordination efforts.

What is a CTSA Intended to Do?

While no two CTSAs are structured the same way or provide exactly the same services, there are common objectives to be found in all CTSA activities:

- Increase transportation options for seniors, the disabled, and persons of low income.
- Reduce the costs for public transportation.
- Identify and implement efficiencies in community transportation operations.

What Can a CTSA Look Like and Accomplish?

CTSAs in California have taken on a variety of forms and within those various forms they provide a range of services. The most successful CTSAs have embraced the concept of human service coordination and mobilized efforts to creatively use resources to accomplish great things in their local communities. While all forms of CTSA have the potential to achieve the objectives of the concept, evidence provided through a review of available CTSA documentation and case studies indicates that certain structures may be more conducive to successful project implementation than others.

AB 120, the California legislation creating CTSAs along with the subsequent federal guidance on human service transportation coordination offers a general concept of a mobility management agency. Within that guidance is great latitude to mold the concept to the unique circumstances of a local community. The most successful CTSAs have built a creative array of programs serving a broad population of persons in need. The typical target populations include the disabled, elderly, and low-income individuals. Many studies including planning efforts in Contra Costa County have documented the substantial unmet needs of these groups and the need for additional specialized transportation capacity programs capable of targeting these potential riders. As the definition of need is broadened to include young children and possibly other groups, the volume of need becomes even more extensive.

Well refined CTSA's have addressed the broad variety of needs in creative ways. They have typically used limited funds in creative ways to achieve substantial results. For example, efforts in other counties have included joint funding of service provided by human service agencies for their own client populations. Some communities combine funding for transportation programs with other sources. Examples of non-transportation funding that are sometimes used to support transportation services include Regional Centers, Temporary Assistance for Needy Families (TANF), and Area Agency on Aging.

An effective CTSA is an organization that serves as a broad facilitator – or champion - of transportation coordination. The role typically means that the agency is well connected in the transportation and human service community and is a leader in creating solutions to travel needs. This is often accomplished through negotiating cooperative agreements between agencies to coordinate the use of funds, acquiring capital assets (e.g. vehicles, computer equipment, etc.), and buying fuel and electricity for vehicles (e.g. joint fuel purchase). Service delivery can range from: coordinating a volunteer driver program to managing a travel training program for fixed-route service and can include the facilitation of direct service delivery through contracts with social service agencies. An important consideration is that most functions that a CTSA can perform can be offered through any of a variety of structural models.

Consolidated Transportation Service Agency Models

AB 120 requires that CTSA's be designated by a transportation planning agency. In Contra Costa County, this entity is the Metropolitan Transportation Commission (MTC). According to statute, each CTSA designated must be an agency other than the planning agency. The range of options for CTSA designation as defined in law are:

- A public agency, including a city, county, transit operator, any state department or agency, public corporation, or public district, or a joint powers entity created pursuant to the California Government Code Section 15951.
- A common carrier of persons as defined in Section 211 of the Public Utilities Code, engaged in the transportation of persons, as defined in Section 208.
- A private entity operating under a franchise or license.
- A non-profit corporation organized pursuant to Division 2 (commencing with Section 9000) of Title 1, Corporations Code.

Within these broad legal definitions, a number of alternative CTSA structure models have emerged. These or possible variations are open for consideration for application in Contra Costa County. The following are the principal structural options for CTSA organizations in the County.

- Single Purpose Non-profit Agency: In California there are limited examples of non-profit agencies that have been designated as a CTSA that provide a wide range of transportation programs and services. Noteworthy examples of existing non-profit CTSA's are Outreach in Santa Clara County, Valley Transportation Services in San Bernardino County, and Paratransit, Inc. in Sacramento County.

Outreach and Escort of Santa Clara County served as the CTSA in the County for several years before its designation was rescinded by MTC. It was recently re-designated by MTC and is currently the only CTSA in the nine county Bay Area. Among the provisions associated with this re-designation was an agreement that Outreach would not submit a claim for TDA Article 4.5 funds. Access Services in Los Angeles was created largely to manage the ADA paratransit program in LA County but was also designated the CTSA. It was created through action by public agencies to address ADA and coordination issues.

- Multi-Purpose Non-profit Agency: There are examples in California where a multi-purpose non-profit agency has been designated the CTSA. This is typically a situation where a strong non-profit organization with an effective infrastructure wishes to champion transportation issues and adds those functions to a broader list of agency activities. Ride-On of San Luis Obispo is an example of this form of organization. Ride-On was originally the United Cerebral Palsy (UCP) affiliate in San Luis Obispo and still serves in that capacity in addition to its transportation responsibilities. There are many examples of non-profit organizations that have created major transportation programs under an umbrella that includes nutrition services, housing programs, food banks, and other common human service functions.
- County Government: In many rural California counties, transportation services are provided by the County. Often this includes providing public transit services. This is a common structure in smaller or rural counties. Several counties have been designated CTSA's. Often, though not always, transportation services are provided through the public works department. Counties such as Glenn and Colusa are examples of this form of CTSA.
- Public Transit Agency: In some California counties the local public transit agency has been designated the CTSA. This applies to both legislated transit districts and Joint Powers Authority (JPA) agencies. It is typically in smaller counties that the transit agency has been designated. Examples of transit agencies that are

CTSAs are El Dorado Transit, Eastern Sierra Transit Authority (Bishop), and the Mendocino Transit Authority. All of these are JPAs.

Of the models presented above the non-profit agency model has historically been the most notable in terms of implementing programs with long-term sustainability. Non-profit agencies such as Outreach and Escort, Ride-On, and Paratransit, Inc. have delivered successful coordinated transportation programs throughout California for many years. Each of these organizations continues to evolve to meet the needs of the communities they serve. Non-profit organizations have typically been the most successful CTSA model for a number of specific reasons. These include:

- **Specific Mission:** Non-profit CTSAs have been established with a human services perspective focused on special needs populations and programs dedicated to fulfilling these unique needs. This differs from public transit agencies whose primary mission is to serve large groups of travelers (“mass” transportation). Human service transportation often plays a very small part in an organization with a mass transit mission.
- **Entrepreneurial style:** Non-profit CTSAs have often been created by transportation professionals seeking to apply creative approaches to the hard to serve needs of special population groups.
- **Flexibility:** Non-profit CTSAs typically have more flexibility to create and operate new programs than governmental agencies.
- **Applicable laws:** Non-profit corporations are subject to different laws than public agencies such as labor laws. This fact can provide more latitude to structure services with unique operating characteristics than most public agencies.
- **Access to funds:** Non-profit corporations may be eligible for funds that are not available to other organizations. Such funds may contribute to fulfilling the mission of the agency. An example would include the priority given to non-profit corporations applying for FTA Section 5310 funds.

Legal Setting

The legal basis for establishing and managing CTSAs is contained in the California enacted Transportation Development Act (TDA). This broad set of California laws and regulations concerning transportation funding and management contains the various provisions governing CTSAs. The CTSA portion of the TDA is a relatively small part of a much larger law concerning funding for all modes of transportation and certain specific funding sources available to all counties for transportation purposes.

The two funding sources included in TDA are:

- Local Transportation Fund (LTF): derived from a ¼ cent of the general sales tax collected within the county and
- State Transit Assistance Fund (STA): derived from the statewide sale tax on gasoline and diesel fuel.

The portion of the TDA creating CTSA states that such agencies are eligible to claim up to 5% of the LTF for community transportation purposes.

The Act also specifies the process through which a CTSA may be designated. The designating agency may promulgate regulations specific to the CTSA as well as the duration of the designation. The length of CTSA designation varies throughout California. For a number of CTSA, the term of designation has evolved over time. For example, Paratransit, Inc. in Sacramento was designated the CTSA in 1981 for a one year period. This designation was reviewed and extended later in multi-year increments. In 1988, the designation was extended “without a time limitation” and has retained designation to this day.

The oversight of claimants for TDA funds including CTSA are subject to two audits. The first is an annual fiscal audit that must be submitted within 180 days of the close of each fiscal year and the second is a triennial performance audit. This periodic audit conducted according to specific guidelines, evaluates the performance of a TDA claimant and could serve as the basis for determining the future of a CTSA.

Governing Structure

An area of CTSA oversight that is not contained in the TDA law and regulations is the local governing structure of the designated agency. If a CTSA is a public agency, the governing board of that agency would traditionally oversee receipt and expenditure of public funds. Since a CTSA can be a County, a transit agency, or other government agency, it would be subject to the scrutiny of a board that is otherwise responsible for fiduciary oversight. A CTSA may also be a non-profit corporation. The governing structure may vary substantially among non-profit corporations. Many traditional charitable non-profit corporations have self-appointing boards. This typically means that interested members of the community may be appointed to the board by the sitting board members. Ride-On in San Luis Obispo is an example of this type of governing structure.

There is precedent in California for a non-profit corporation to have a board of directors whose make-up is governed by political agreement associated with its structure. Paratransit, Inc. began as a traditional non-profit corporation with a self-appointing board. Later in its evolution, local public agencies formed an agreement associated with Paratransit's designation as a CTSA that included specific appointing authority to local governmental jurisdictions. This revised structure provided the desired level of oversight and representation.

Valley Transportation Services (VTrans) in San Bernardino County was created in 2010 to serve as the CTSA for the San Bernardino urbanized area. The Bylaws of this newly created non-profit agency specified that its Board of Directors be appointed by San Bernardino Associated Governments (SANBAG), Omnitrans (the public transit agency), and by San Bernardino County. This publicly appointed governing board structure reflected the importance of oversight in a case where large amounts of public funding are made available to a non-profit agency. VTrans, as the designated CTSA, is eligible to receive an allocation of local sales tax Measure I for transportation purposes.

An effective and functional Board of Directors for a new non-profit CTSA should be made up of approximately seven to nine members. Because of the management of large amounts of government funds, it is appropriate that public agencies appoint members to the new Board. A typical structure might include appointments by CCTA, Contra Costa County, each transit agency, and some human service agency representatives. Appointing agencies can usually appoint from their own membership or from the community. In some cases, governance structure formats are established to require representatives of the service population (e.g. disabled representatives or seniors). These decisions would be debated by the Oversight Board recommended as a key implementation step.

Phased Implementation: Sample Consolidated Transportation Service Agency Operating Budget

Various phases will be necessary to achieve full implementation of a CTSA in Contra Costa County. Each phase in the process will have its own budget. This will allow for clear delineation of the costs of each phase. The first phase is preparatory to establishing an operational CTSA. It consists of the formation of an Oversight Board to guide development of the CTSA concept, establish its legal framework, determine a governance structure, and make final budget and operating decisions. The Oversight Board phase of the project is proposed to be funded by two sources: 1) funds remaining on the Innovative Paradigms Mobility Management planning contract and, 2) reallocation of New Freedom funds that had been granted to the Contra Costa

Transportation Authority for phase 3 of initial planning process. In combination, these funding sources provide adequate funding for formation functions.

Once the functions to be performed by a new CTSA are determined, a budget for the early operation of the organization can be developed. The budget will depend on whether a new agency is created or the CTSA designation is added to an existing organization. This will determine whether the entire infrastructure of an organization is necessary or if staff and other support services are added onto an existing agency. Administrative overhead will be an important element to identify. The staff capacity of the CTSA will have an impact on the organization's ability to build programs and to manage the range of functions that a CTSA is capable of performing.

In the growth stage of a CTSA, considerable time and effort (staff resources) will be necessary to forge partnerships with other organizations, prepare grant applications, implement service functions, etc. For discussion purposes, two CTSA budgets for Contra Costa County are presented below. The first is a startup budget intended to capture the cost of organization formation, creation of basic organization infrastructure such as accounting and business management functions, and early staffing functions that eventually lead to dedicated management. The second budget is a pro forma first year operating budget. It presents a basic structural budget for the first year of operation. It does not present operating costs for the various programs that might be operated. The initial organization budget is to support the pursuit of operating programs with their necessary funding and interagency coordination.

It presents general cost estimates for overhead but does not include costs for individual program elements. Significant refinement would be necessary with actual implementation. However, the sample budget serves as a presentation of basic cost items to guide decision making relative to structure options. This draft budget is based on the premise that a new stand-alone agency would be created to operate the CTSA. The budget therefore includes the financing necessary to lease office space, equip and staff the office, and initiate selected startup service delivery projects.

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CTSA Formation Budget

[Estimated formation expense; approximately 6 months]

COST CATEGORY	Cost Estimate	Notes
Professional Services		
Management Consulting	\$75,000	Temporary management
Legal Services	\$40,000	Legal: document prep, filing
Accounting Services	\$40,000	Tax filings; accounting setup
Temporary Operating Expenses		
Office space	\$0	Possibly donated by agency?
Misc. office expense	\$10,000	Materials; travel; Bd expense
Filing fees; etc	\$2,000	Incorporation, etc.
TOTAL OPERATING EXPENSES	\$167,000	
FUNDING SOURCES (existing)		
Innovative Paradigms Contract	\$20,000	
New Freedom Grant (CCTA)	\$147,000	
TOTAL FUNDING SOURCES	\$167,000	

CTSA Operating Budget: New Nonprofit Corporation

COST CATEGORY	Cost Estimate	Notes
Staff		
Executive Director	\$140,000	Salary, taxes, benefits
Administrative Assistant	\$49,000	Salary, taxes, benefits
Direct Expenses		
Office Space	\$72,000	2000 sq ft @\$3 / sq ft
Utilities	\$5,400	\$450 / mo
Professional Services	\$35,000	legal; accounting
Phone	\$3,600	\$300 / mo
Supplies	\$3,600	\$300 / mo
Insurance	\$3,000	\$3,000/ yr
Travel	\$1,000	\$1,000 / yr
Misc Expense	\$12,000	
Functional Programs		
Travel Training		Cost to be determined
ADA Eligibility Process		Cost to be determined
Agency Partnerships		Cost to be determined
Coordinated Vehicle Maintenance		Cost to be determined
Volunteer Driver Programs		Cost to be determined
Central Information Program		Cost to be determined
Advocacy Role		Cost to be determined
Technical Support		Cost to be determined
Reserve		
TOTAL OPERATING EXPENSES	\$324,600	
FUNDING SOURCES (potential)		
MTC Grant	\$205,000	
Other	\$120,000	
TOTAL FUNDING SOURCES	\$325,000	

Chapter 3: FUNCTIONS

The actual functions or services provided by CTSA's and the methods through which they are delivered can vary widely. One major influence on the overall effectiveness of a CTSA is the amount of available funding that the organization has to manage or direct. Some funds do not have to actually flow through the agency. Other funds are directly managed by the agency and can be used to provide direct services or to "seed" projects through other agencies using various grant management strategies.

The service functions that were supported by the stakeholders and the public in Contra Costa County are defined below. Some of these have been under consideration by the community for several years. Others emerged as priorities through the planning process. A subsequent implementation step would be to set priorities among the listed strategies and prepare precise implementation plans and budgets.

Travel Training

Existing Travel Training Programs in Contra Costa County

Some travel training programs currently operate in Contra Costa County. These programs have limited scope both geographically and relative to the clientele that are included in the programs.

- County Connection has a travel ambassador program but staff time to manage it has been cut.
- Tri-Delta Transit operates a "Transit Orientation Class" four times per year to familiarize individuals with the fixed-route transit system. The agency also offers one-on-one travel training upon request. Coordination with high schools that offer travel training is also done by Tri-Delta.
- Contra Costa ARC and Futures Explored provide travel training for their consumers and receives a stipend from the Regional Center of the East Bay (RCEB) to provide this service.
- Independent Living Resources (ILR) of Solano and Contra Costa Counties has an informal travel training program for clients of their agency. ILR staff will provide training to clients on an as needed basis.

Proposed Countywide Travel Training Program

There are several potential elements in a full scale travel training program. Each is defined below.

- Travel Training or Mobility Training – The most intensive level of travel training is based upon one-on-one instruction for difficult cases. Often the trainees are developmentally disabled and require extensive and repetitive instruction in order to achieve transit independence. The trainer will work with a client usually for several days to instruct them on how to use the transit system to get to their destination.
- Bus Familiarization – This type of training is less intensive and generally can be done in several hours. Typical bus familiarization training would be for a person or group to learn how to read transit schedules and/or take a single trip to a major destination such as a mall. This is also common for physically disabled individuals who need instruction on the use of the special equipment on standard transit buses such as wheelchair lifts, kneeling features, audio stop announcements both internal and external, farebox usage, etc. Bus familiarization is sometimes done in the field in active transit service. In other cases, this training is conducted at the transit facility using out-of-service transit coaches.
- Transit Ambassador/Bus Buddy Program – Transit ambassador or bus buddy programs can take several forms. The program usually matches a trainee with a trainer. Typically the trainee and trainer will have something in common - perhaps both are seniors going to a congregate meal site. Transit ambassador and Bus Buddy programs typically use volunteers to teach transit riding skills.

Financial Implications

Moving riders from the ADA service to fixed-route transit can produce dramatic savings for transit agencies. For example, a rider traveling to and from a day-program Monday-Friday using a paratransit service costing \$31.00 per one-way trip that is trained to use fixed-route transit costing \$8.00 for the same trip can produce dramatic savings for the transit operator.

In addition to the financial implications, a rider that transitions from an ADA service to fixed-route transit has increased mobility and independence. This transition allows a rider to travel without the need to schedule a ride as required when using paratransit services. Travel training is an example of a mobility management strategy that

enhances existing public transit by moving riders from paratransit service to the less expensive option of fixed-route.

ADA Eligibility Process

Eligibility Assessment Options

The FTA does not prescribe a particular eligibility process and a number of models are in use across the US. Whatever process is selected by a local transit operator must simply meet the established FTA criteria outlined above. In addition to the paper application process currently in use by Contra Costa County transit operators, three other types of eligibility procedures are in use by transit operators in other communities. The three principal alternative approaches are: telephone interviews/assessments, web-based assessments, and in-person eligibility assessments. ADA eligibility experts debate the accuracy of the various assessment models. While telephone and web-based options are less expensive than an in-person process, the lack of personal contact and observation and the lack of functional testing make refined eligibility determinations, or conditional eligibility, difficult to assign. Yet some communities strongly endorse the telephone and web-based options.

Telephone Based Eligibility

Some agencies rely primarily on telephone interviews for eligibility determinations. These are usually conducted by high level professionals such as occupational therapists who conduct a comprehensive conversation on the phone with the applicant, and in a very few cases where a determination cannot be made, the applicant will be referred for an in-person assessment. Such assessments can be conducted at an applicant's home or other designated site. Eligibility outcomes are relatively similar to those of in-person assessments, though the ability to apply eligibility conditions is arguably more challenging.

Web-Based Eligibility

Web-based assessments have been pioneered by a Southern California firm. This model has been applied in nine paratransit programs, ranging from those in smaller communities such as Victor Valley and Butte County, CA (population in the 200,000 range) to larger systems such as Richmond, Virginia and North San Diego County (population in the 600,000 to 800,000 range). The web-based model is based on the premise that, since most applicants are found fully eligible, and since most systems that use in-person assessments have yet to apply their eligibility conditions, transit agencies that are fiscally constrained should not be spending significant sums on transporting

applicants to in-person assessments and burdening applicants with travel to an assessment location.

Under this model, applicants need to create an on-line account, complete the application and then mail or e-mail a healthcare form completed by a professional who is familiar with their abilities. This information is then reviewed by the professional on the evaluation team who has specific expertise in the disability that is the basis for the person's application. Team members include medical doctors, physical and occupational therapists, registered nurses, social workers etc. Eligibility outcomes are relatively similar to those from in-person assessments in terms of the breakdown of eligibility categories, but not in terms of level of detail. On average, about 56% of the 36,000 applications that have been reviewed so far have been determined fully eligible, 38% conditional (includes 11% temporary), and 6% ineligible. In a small number of cases, if determinations cannot be made remotely, the firm sets up in-person functional assessments locally. Appeals have remained below 1% of the total number of certifications.

Assessment costs range from \$45 to \$70 per application. While the relatively lower costs of these assessments have been appealing to a number of agencies, some of the shortcomings that have been cited by paratransit eligibility experts include:

- The model relies too heavily on applicants' ability to use technology (although these are often completed by caseworkers and other professionals, and exceptions are available for those who cannot use the web)
- There is limited ability to have a discussion with the applicant about the full range of mobility options afforded by in-person assessments.
- The inability to observe applicants ambulate in-person places a significant limit on the evaluator's ability to establish reliable and informative eligibility conditions.

An in-person assessment process results in the greatest accuracy. The ability to personally observe applicants, discuss their functional limitations, and perform structured functional evaluations results in a much greater level of accuracy. Though typically more expensive to perform than assessment models, many operators have determined that the refined ability to introduce conditions for ADA paratransit use make the additional expense of the assessment cost effective. Most of the major transit operators in the US have already introduced in-person assessments. Of the top 10 transit agencies, Boston was the last to introduce an in-person process in December, 2012. As interest in applying conditional eligibility as a cost control tool increases, more agencies are implementing in-person eligibility as the means to achieve that objective.

In-Person Eligibility

An in-person ADA eligibility process typically consists of a number of steps in order to more precisely evaluate an applicant's ability to ride the bus, access bus stops, and to come to a definitive decision as to functional capability. The shift from a paper process to an in-person approach is based upon the Federal Transit Administration (FTA) focus on a functional model of eligibility versus a medical model. With a paper process, the emphasis is typically on the *function* of the applicant's disability.

Steps common to an in-person eligibility process include:

1. In-person interview of the applicant during which details of condition can be established by a trained interviewer.
2. Various transit skill functional tests that help the interviewer verify certain abilities relating specifically to transit riding.
3. Selected use of professional verification if the interviewer needs further information to establish details of conditions that are not readily apparent to the interviewer.

An in-person process usually takes between 30 and 90 minutes to complete depending upon the nature of the individual's disability and the resulting need for various functional tests. In order to render consistent and accurate determinations, the interview and any skills tests are conducted in a very uniform and "scientific" manner. Interviewers are typically trained to a high level of proficiency in evaluating information provided by the applicant and in interpreting information gathered during functional tests or from medical professionals. Thorough documentation of each assessment is then compiled. This becomes the basis for reviewing any case that is appealed by the applicant.

Financial Implications

Financial implications for an ADA eligibility process vary amongst the models. There is typically a continuum of costs associated with the various processes with the in-person assessment being the most expensive. However, transit agencies that transition from a paper ADA eligibility application process to in-person assessment process typically realize an approximate 15% drop in applications. The drop in the application rate is one key method for controlling ADA paratransit costs. Another is the application of trip by trip eligibility using the conditional determinations made during an in-person process. With specific conditional information, operators are beginning to direct some ADA trips to fixed-route if the individual has been determined to be capable of taking that trip on

regular transit. While often starting incrementally, accurate mode assignment can also become a significant cost control tool.

As important as any cost control factor relating to the introduction of a refined eligibility process is the consistent application of determinations. At the present time, each operator in Contra Costa County makes its own eligibility determinations. Yet once made, the determinations apply to all operators in the Bay Area through the Regional Eligibility Database (RED) system. The application of determination criteria varies across operators. A countywide system would begin to standardize the application of eligibility criteria to result in more consistent eligibility determinations among County operators and perhaps lead to a more consistent regionwide process.

Agency Partnerships

One of the most effective tools available to CTSA's is partnering with community agencies to deliver trips more efficiently and at lower cost than those through traditional ADA paratransit service. An underlying concept in partnership agreements is shared cost contracting. This concept has proven effective in many communities and is now being replicated in others both within and outside California. This approach to service delivery builds on the resources of community agencies and offers partial support of their transportation through subsidized maintenance, insurance, or other technical contributions. Another form of community partnership involves the payment to an agency for the provision of its own transportation service through some combination of funding sources. The resulting service is far less expensive than traditional door-to-door service commonly provided today under ADA guidelines. Since virtually all clients of these agencies are ADA eligible, they could simply be added to the growing numbers of ADA riders. Instead, agency clients are carried on agency vehicles more efficiently and at lower cost. Higher quality service for the client also results from the dedication of the agency to its clients, the stability of routine pick-up and drop-off schedules, and the often shorter trip length due to the proximity of individuals to programs.

There are two advantages of this program to transit operators.

- By moving agency trips off ADA service, the 50% subscription cap in any given time period on ADA demand response service, which causes service denials under ADA, can be avoided.
- Reporting of CTSA agency trips can bring more federal funding into a region through formula programs. Some CTSA's report trips directly into the National Transit Database (NTD). Counting these trips increases the formula funding

available to a region through 5307. Agency trips typically qualify as part of the ADA trip total.

Financial Implications

In locations where successful agency trip models have been deployed, cost savings for moving trips off ADA service are dramatic. Honolulu, Hawaii has such a model where trips performed by the local ADA service provider at a cost of \$38.63 for a one-way trip are now being completed by a human service agency for \$4.85 a one-way trip, with over 55,000 trips performed in the first year of operation. An annual savings of \$1,857,900 resulted.

A dramatic result of agency trip programs is the quality of service that riders experience. Using an agency trip model, the riders are generally transported by program staff. Staff members are generally familiar with the individual's disabilities and special needs, which general public ADA paratransit drivers are often not prepared to manage. Agency trips also typically exhibit shorter trip length, and routine pick-up and drop-off schedules. The combination of these factors results in service that is much higher in productivity than public paratransit services.

Coordinated Vehicle Maintenance

A major program function that can be performed by a CTSA is coordinated vehicle maintenance. In such a program, a central maintenance provider operates a garage servicing a broad range of vehicles. Participation in the maintenance program is voluntary but brings with it such benefits that make it appealing to community agencies from a business perspective. Typically, there are many advantages to the social service community in participating in a program designed to meet its unique maintenance needs. A primary benefit is the overall safety of the CTSA fleet. With services being provided according to rigorously structured maintenance standards, overall fleet safety is ensured. The central provider works with agency customers to ensure compliance with such requirements as CHP inspections and all OSHA regulations.

The beneficial features of a coordinated maintenance program are listed below:

Specialized Expertise

A centralized maintenance program that services paratransit-type vehicles (typically cutaway buses) develops specialized expertise that is not routinely available in commercial repair shops. This includes familiarity with wheelchair lifts, cutaway chassis, brake interlock systems, fareboxes, mobility securement systems, and other unique features.

Central Record Keeping

A centralized maintenance program normally provides record keeping systems that help to ensure compliance with local laws and regulations as well as agency specific reporting on costs, maintenance intervals, life-cycle costs, vehicle replacement schedules, etc.

Loaner Vehicles

A feature of a centralized maintenance program that is often cited as a “life saver” by participating agencies is the use of a loaner vehicle that is similar in size and configuration to the basic vehicles of the participants. This can be very beneficial to small agencies that do not have many or, in some cases, any backup vehicles.

Specialized Schedules

A common feature of a centralized maintenance program is having business hours that best serve the client agencies. This can mean operating during evening hours or on weekends when commercial shops are often closed. Carefully crafted work schedules can greatly assist agencies by obtaining inspections and repairs when convenient to the customer.

Fueling

Centralized fueling can also be a great benefit to agencies. It allows for careful monitoring of the fueling process and fuel usage. It also provides the opportunity for lower prices due to bulk purchasing and guaranteed availability in times of shortage.

Volunteer Driver Programs

Volunteer driver programs are an efficient method of providing transportation options in a community. These programs can take various forms, including: curb-to-curb, shared-ride transportation to common destinations, and highly specialized door-through-door service to riders with very specific needs. Whatever model is used, these programs are an important element in a community’s transportation framework. Volunteer driver programs models can vary significantly depending on the focus of the service. Volunteer programs typically involve some expense with the level of expense varying depending upon the service model employed. Two common approaches of volunteer driver programs include:

- **Shuttle Model:** In a volunteer shuttle operation, the driver is a volunteer but does not provide transportation with their personal vehicle. Instead, the volunteer typically drives an agency vehicle with the agency incurring expenses for all operating costs except the driver. The key cost saving element of this model is

the wages saved through the use of volunteers. Volunteer driver shuttles are often a curb-to-curb, shared-ride service that transport riders to common locations. Many shuttle programs require advance reservations, eligibility criteria (such as age), and a fee to ride.

Volunteer driver shuttles enhance transportation options for their passengers and assist with moving trips to the service that otherwise may be taken on ADA paratransit.

- **Door-through-Door Model:** This volunteer model typically involves a volunteer driving their own vehicle. The driver is not compensated for his time but may be reimbursed at a mileage rate to cover operating expenses such as use of personal gas. The door-through-door model is typically used to provide specialized transportation service for riders that need a high-level of assistance. In the door-through-door model, the driver may escort the passenger from the point of origin to the destination and wait for the passenger at the destination.

The service delivery approach for a door-through-door program varies but can include:

- Matching riders with volunteer drivers
 - Using this approach the agency recruits volunteers and matches the volunteer with a rider. Some programs schedule the rides with the driver and rider, and some “assign” a driver with a rider who coordinate trips without involving the agency.
- Rider finds their own driver
 - Using this model the rider finds their own driver and schedules trips with the driver as necessary.
- Mileage reimbursement
 - Some door-through-door volunteer driver programs offer mileage reimbursement for eligible trips. Reimbursement rates vary.

No matter the service delivery approach door-through-door models provide a highly specialized means of transportation for an often vulnerable population. These programs fulfill a growing need in communities presently only being transported by fee-based service providers.

Contra Costa County has a robust volunteer driver network. The County has multiple examples of both shuttle and door-through-door programs. These programs are tailored to the niche that they serve and provide an efficient method of transporting riders. These agencies also work collaboratively with one another to ensure that riders are provided the service that best suits their functional abilities.

Financial Implications

Contra Costa County volunteer driver programs enhance the transportation matrix by providing transportation options for residents, moving trips off ADA paratransit, and offering a highly specialized means of travel for riders that cannot use other transportation options. These programs, in effect, provide a resource to residents that would otherwise use ADA paratransit, providing both quantitative and qualitative benefits to the community.

Central Information Program

A central information program is often considered the heart of a mobility management program. While this Plan includes an information program as an important element, it is only one of many forming a complete mobility management program. There are two primary call center functions: providing simple information referral and more sophisticated trip planning services.

The simplest call center is a referral service. In this case a caller would be asked questions by the call taker and referred to the appropriate agency.

Examples of Call Centers in Contra Costa County:

- Contra Costa Crisis Center 211 connects callers with community services, such as food, shelter, counseling, employment assistance, and child care. Callers are asked a series of questions to determine which services they are eligible for and then referred to the appropriate agency.
- Contra Costa 511 is a comprehensive Transportation Demand Management (TDM) program that promotes alternatives to single occupant vehicles including carpooling, vanpooling, telecommuting, biking, public transit, and walking.
- Area Agency on Aging (AAA) Information and Assistance (I & A) provides seniors and their families with information on community services and programs that solve the problems faced by Contra Costa seniors.

The central information program for Contra Costa County is meant to enhance the existing call centers and be a resource for persons needing to find information on public,

private, and human service transportation in the County. This could include detailed transit route and schedule information, eligibility information, fares, as well as information on private and non-profit transportation providers. The central information program for Contra Costa County will serve as a point of contact for residents to call to receive both transportation referral services and trip planning assistance. The call center was brought up as a helpful mobility management element during discussions with stakeholder groups.

Advocacy Role of Mobility Management

A mobility management CTSA can play an important role in advocating for the needs of the population groups that it represents. Because the CTSA works closely with agencies and individuals in the human services sector, it is often in a strategic position to advocate for these special needs populations.

There are several alternative approaches or levels of advocacy that the mobility management program can take. The advocacy role for a mobility manager can vary widely depending on the existing conditions in the area that is being served. Possible levels of advocacy are listed below.

- Information Source: Mobility Manager serves as a source of “expert” information for other agencies in the community on issues relating to special needs population.
- Special Needs Representative: Mobility Manager represents special needs populations in transportation decision making venues.
- Active lobbying for special needs populations: Proactive advocacy for special needs groups including initiating proposals for funding and service improvements.

The new CTSA in Contra Costa County would have some level of advocacy involvement simply by the nature of its position in the transportation mix. Such a role is typically defined by the Board of Directors who represent diverse interests in the County. A balanced advocacy role contributes to the overall effectiveness of the agency in the institutional mix in the service area.

Technical Support

Mobility management agencies can provide a variety of support services that benefit local human service transportation providers. Whether due to lack of staff, technical experience, or funds, many organizations are not able to fully utilize the resources available to them. A CTSA has the ability to assist agencies by supplying technical assistance that can allow for increased funding, expansion of existing programs, implementation of new projects, and development of a more highly trained staff.

Grant Writing

CTSAs have the potential to significantly impact available transportation services within their geographic area by supporting local agencies in their efforts to secure grant funding. Completing grant applications can be confusing and overwhelming. While larger agencies often have staff dedicated to the preparation of grant applications, smaller public and non-profit human service agencies usually assign this responsibility to a program manager or other administrative team member. A human service agency may not have the time or the expertise to seek out grant opportunities and submit applications.

Many human service agencies are intimidated by Federal or State grant application requirements and, although some agencies have projects that could qualify for grant funds, choose not to apply. Though grant programs are changing as a result of the passage of MAP-21, the newly enacted federal transit funding program, grants still contain rigorous requirements for management and reporting. Programs such as 5310 are available to agencies and now can be used in part for operations. Yet such grants carry complex requirements that a CTSA can help agencies fulfill.

A CTSA can provide the expertise and the technical support necessary to complete grant applications for local agencies. CTSA staff time can be dedicated to staying current on specific grant requirements and application instructions. This type of time commitment is often difficult or impossible for human service agencies to achieve. CTSA staff can provide assistance through local grant writing workshops, mentoring local agencies, and physically preparing grant applications.

Grant Management

Grant management is a complex process that often prevents agencies from applying for funding. The data collection and reporting requirements can be daunting. Often agencies look at the amount of the grant award and determine that the staff time necessary to oversee the grant is not worthwhile.

A CTSA can assist human services agencies in its region by providing grant management services or by offering training in grant management. In either case, the CTSA staff takes on the role of expert advisor based on its in-depth understanding of the rules and regulations required by each grantor. It can then provide advice and assistance in matters such as:

- Compliance with grant reporting requirements,
- Development of recordkeeping systems,
- Data collection techniques,
- Understanding of sub-recipient agreements in FTA grants, and
- Compliance with DBE and Title VI requirements.

The CTSA can go so far as to prepare and issue reports on behalf of the grant recipient or sub-recipient, if necessary.

Driver Training and Professional Development

California state law is very specific about the requirements for driver training programs, including the qualifications for instructors. For a variety of reasons, agencies may have difficulty operating their own training programs. The driver corps may be small, the need for training classes may be infrequent, or the agency may not have the resources to employ a certified driver instructor. A CTSA can help meet the demand for qualified instruction in a variety of ways:

- Employing a fully certified instructor to teach driver training classes, to which agencies can send new drivers,
- Coordinating between those agencies that have their own programs and those that do not in order to fill available training “slots”, and
- Making materials and speakers available so they can be used as part of ongoing required safety training.

Chapter 4: IMPLEMENTATION STEPS

Successful implementation of the Mobility Management Plan for Contra Costa County will require a series of actions crafted to maintain the consensus that has emerged around the overall concepts contained in the Plan. Success will be evident in the level of community and agency support for the approach, the ability to obtain the necessary funds to achieve implementation, and the efficiency of the resulting structure. This Plan proposes the formation of a CTSA in the County. This has been well documented throughout the planning process. The basis for this recommendation is the long-running dialog in the County regarding mobility management activities with little actual implementation occurring. The planning process identified that a major impediment to action is the lack of a structural platform to serve as the vehicle through which action is accomplished. That vehicle has now been identified as a CTSA. Further, careful consideration has been given to alternative legal structures for a CTSA. The result of that dialog has been the agreement to pursue a non-profit corporation model. The principal basis for recommending this structural model is the level of success in other communities that have adopted this structure.

The steps or phases necessary to achieve successful implementation are defined here. They are presented in a level of detail consistent with the discussions throughout the planning process. It is clear that moving forward will require expertise in governance, finance, mobility management functional tools, and other very specific experience. Such resources have also been discussed throughout the planning process.

Phase I: Adoption of the Plan

The first step toward implementation of the Plan is its adoption by the Board of Directors of County Connection. As the sponsor of the planning process, County Connection is the first level of approval of the Plan and its recommendations. The County Connection Board should consider the implications of the Plan and adopt it both as the sponsoring agency and also as one of the key implementing agencies in the County. Concurrence of the other transit operators particularly WestCAT and Tri-Delta Transit should be sought to demonstrate the support of the transit community for the Plan. Their support will strengthen subsequent steps in the implementation process. It will also give the Transportation Authority what it needs to move the process forward. In adopting the Plan, County Connection should also officially forward the Plan on to the Contra Costa Transportation Authority (CCTA) as the countywide agency best suited to manage Phase II of the implementation process.

Phase II: Formation of a Mobility Management Oversight Board

An Oversight Board of critical agency representatives is the appropriate mechanism for Phase II of the process. This Board should be formed to guide discussion of the critical details of the CTSA formation process including makeup of the governing board, roles and responsibilities of the agency, identification and commitment of seed funds to create the organization, and other legal and procedural details. The Oversight Board is proposed to include: Executive staff from County Connection, Tri-Delta Transit, WestCAT, AC Transit, Contra Costa Transportation Authority, BART, and three executives representing human service agencies.

As a tool for use in guiding the efforts of the Mobility Management Oversight Board, it is recommended that a set of Guiding Principles be adopted to ensure that the interests and objectives of the affected agencies are represented and officially noted. Such a tool can help to keep the efforts of the participants focused and inclusive. A preliminary set of Guiding Principles is proposed below:

Guiding Principles

- Recognize Existing Agencies' Roles: Many agencies in Contra Costa County currently provide services under the broad definition of mobility management. The role and interests of these agencies should be recognized and included in the formation of a CTSA and in the future allocation of resources to our through that organization.
- Minimize administration: The CTSA will require a management structure in order to accomplish its mission. In creating such a structure, care should be taken to minimize administration in order to maximize the allocation of scarce resources to functional programs.
- Broadly Analyze Resource Allocation Decisions: One of the roles of a new CTSA will be to pursue resources for the implementation or continuation of functional programs. In so doing, the CTSA should as a matter of policy prepare an analysis of the impacts of alternative resource allocation strategies that can be considered by all affected agencies in the CTSA service area.

Mobility Management Oversight Board Structure and Functions

- Oversight Board defines CTSA by-laws, board structure, and performance standards
- Oversight Board serves as advisory body after CTSA has been established
- Oversight Board consists of:
 - Executive staff representative of each of the following agencies:
 - County Connection
 - Tri-Delta Transit
 - WestCAT
 - AC Transit
 - BART
 - Contra Costa Transportation Authority
 - Three human service agencies

Phase III: Form a CTSA as the Mobility Management Agency

- Form a CTSA for Contra Costa County approximately twelve (12) months following formation of the Mobility Management Oversight Board.
- Establish a non-profit corporation to serve as the mobility management agency for the County.
- MTC designate the non-profit corporation as the CTSA for Contra Costa County
- Fund setup and initial operation of the CTSA through a combination of funding provided by the Contra Costa Transportation Authority (CCTA) and MTC for a minimum period of two years.
- Establish a governance structure for the non-profit corporation through appointment of Directors to the governing Board by public agencies in Contra Costa County.
- Allocate funds for an interim budget to cover agency formation expenses and initial management activities.
- Allocate a combination of funds totaling \$300,000 to \$400,000 per year for initial CTSA operation.

Funding

- CTSA pursues available grant opportunities.
- CTSA works with transit operators to allocate funds to mobility management programs which move riders from ADA service.

- CTSA works with MTC to identify discretionary funds.
- CTSA participates in new funding opportunities to include funding specifically for seniors, persons with disabilities, persons with low-income, and the CTSA.
- CTSA enters into a dialog with the transit operators, MTC, and the Transportation Authority regarding allocation of TDA Article 4.5 as defined in statute. Action on this issue would only follow the achievement of consensus regarding this funding source. The most logical allocation of TDA to a new CTSA would follow transfer of trips from the transit operators to services coordinated through the new CTSA.

Phase IV: Functional Programs

- Direct the CTSA to establish priorities among the identified functional programs for Contra Costa County.
- Develop grant applications through community partnerships for the implementation of functional programs.

Implementation Timeline

CTSA Implementation Time Line

(approximate)

Date or Time Period	Activity
Obtain Transit Operator Support	August - October, 2013
CCCTA Board Adoption	October, 2013
Form Oversight Board	September - October, 2013
CCTA Presentation	September - October, 2013
Oversight Board hires Manager	January, 2014
Oversight Board conducts performance review	January, 2015

Contra Costa Mobility Management Plan

Appendix 1

Contra Costa Mobility Management Plan Stakeholder Planning Group

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Appendix 2

CTSA Case Studies

Overview

Case studies can be a useful tool in understanding how the experiences of other agencies or communities may offer guidance in a current decision process. Relative to the Contra Costa County Mobility Management Plan, a key underlying concept in implementing creative change in the County is consideration of the formation of a Consolidated Transportation Services Agency (CTSA). The guidelines within the Transportation Development Act (TDA) regarding formation of CTSA's are broad and offer the opportunity for a variety of approaches regarding their formation and operation.

What follows are illustrative case studies defining the approaches taken by other California communities to the formation and operation of CTSA's. Each goes into detail regarding such issues as:

- What approach led to the formation of the CSA? (Single agency application, competitive process, action by a major public agency, etc.)
- What is the governing structure of the CTSA?
- How is the CTSA funded?
- What are examples of the functional programs operated by or funded by the CTSA?

The CTSA's selected for case studies are:

- Paratransit, Inc., Sacramento: This was the first CTSA designated in California and has served as a model for the formation of others. It is a 501(c)3 non-profit corporation.
- Valley Transportation Services (VTrans), San Bernardino: This is among the newest CTSA's in California incorporated in 2010. It is a 501(c)3 non-profit corporation. In less than three years, VTrans has become a major service provider in urbanized San Bernardino County.
- Access Services, Los Angeles: The Los Angeles CTSA, Access Services, was formed in 1994. It also is a 501(c)3 non-profit corporation. It provides a range of services throughout LA County.
- CTSA of Stanislaus County: The CTSA in Stanislaus County was established in 2010. It is somewhat unique in the fact that the operator of the CTSA was chosen through a competitive process.

- Mendocino Transit Authority: This is a Joint Powers Authority transit agency in Mendocino County. This agency serves both as the transit operator and the CTSA. It greatly enhanced its emphasis on human service coordination with the hiring of a Mobility Management Coordinator in recent years.



Paratransit, Inc. – Sacramento

Organization Structure Summary

CTSA Designation: 1981

Organization Type: 501(c) 3 corporation

Board Structure: 9 member board of directors, established through an agreement among governmental jurisdictions

Paratransit, Inc. is a non-profit transportation agency originally incorporated in July, 1978. The agency's incorporation, built on the emerging concept of human service transportation coordination, was an early attempt to demonstrate the potential benefits of service coordination and the centralization of service delivery functions and administration under one organization.

Soon after its incorporation, Paratransit, Inc. served as a model for legislation being authored by the Assembly Transportation Committee to encourage coordination statewide. Assemblyman Walter Ingalls authored Assembly Bill (AB) 120, the Social Service Transportation Improvement Act. This landmark legislation included a provision calling for the designation of a Consolidated Transportation Service Agency (CTSA) in each California county. Paratransit, Inc. was the first such agency designated in California.

Approach to Formation

Paratransit Inc. applied directly to SACOG (formerly SRAPC) for designation as the CTSA. No other agency at the time approached SACOG and no other agency was considered for designation as the CTSA.

Paratransit was designated the CTSA in the Sacramento area on July 16, 1981. At the same time it was authorized to claim up to the full 5% of TDA funds authorized under the law. The initial CTSA designation was for one year. Later designation periods varied between one and three years with the term typically becoming longer as the community became confident in the performance of the organization. In 1988, the CTSA designation was set without time limitation subject to rescission for performance issues.

Paratransit operates as a non-profit CTSA in a partnership with Sacramento Regional Transit District (RT). The two organizations are well respected in regional decision making in the Sacramento area serving together on the Sacramento Area Council of Governments (SACOG) Technical Coordinating Committee that oversees funding allocations. Paratransit has formal ties to RT on two levels. First, RT has the authority to appoint two members of the Paratransit Board of Directors (see Governance below). Further, Paratransit provides all complementary ADA paratransit service within the RT District under a collaborative agreement with RT. Paratransit's operation of the CTSA in parallel with the ADA service allows for maximum of service through unique agreements with many other community agencies.

Governing Structure

Paratransit was initially incorporated with a self-selected and appointed Board of Directors. This model is common among human service organizations. The initial Board Members were mostly senior staff (Executive Directors in most cases) of other community organizations in the Sacramento area. These incorporating Directors had worked through the issues surrounding creation of a new single purpose transportation organization and thus supported the concept and direction. Within three years of its incorporation, Paratransit was receiving increasing amounts of local government funding. The major local jurisdictions then chose to institutionalize the governance of the agency through what became known as the Four Party Agreement. Parties to this agreement were the City of Sacramento, County of Sacramento, Sacramento Regional Transit District, and the Sacramento Area Council of Governments (SACOG). This agreement set forth terms concerning Board structure, financial commitments, asset transfers to Paratransit, oversight by the Sacramento Area Council of Governments, etc. The Four Party Agreement served as the structural guide to the CTSA until it was replaced by a new Collaborative Agreement in December, 2012.

The critical provision of the CTSA designation concerned the agency's governing structure. The Four Party Agreement set forth the required Board of Directors makeup and appointing structure. A nine member Board was established to replace the original self-appointing Board. The Board today is made up as follows:

- Two members appointed by the City Council, representative of the general public (non users).
- Two members appointed by the County Board of Supervisors, representative of the general public (non users).
- Two members appointed by the Board of Directors of the Sacramento Regional Transit District.
- One member appointed by SACOG representing any city or county with which Paratransit contracts for service.
- Two members, one appointed by the City Council and one appointed by the County Board of Supervisors, representing the user community.

CTSA Operating Details

Paratransit, Inc. operates a large array of programs under the mantle of the CTSA. Most are directly related to the objectives for a CTSA outlined in the original AB 120 legislation.

The most noteworthy of the Paratransit CTSA programs is its partner agreements with local community agencies. For many years, Paratransit has refined the concept of shared cost contracting, wherein the partnering organizations each contribute a portion of the cost of service for specific client populations. Working with 8 local agencies today, Paratransit contributes some of the funds it derives from TDA Article 4.5 and the local option sales tax (Measure A) to a funding mix with the agencies. This results in the agencies transporting their own clients at a far lower cost and higher service quality than through the standard ADA paratransit service (which Paratransit, Inc. also operates under contract to Sac RT). This highly successful program has dramatically increased system capacity over what could be funded through the traditional ADA paratransit program. It serves as a cornerstone of Paratransit's CTSA functions.

In addition to partnership agreements with local human service organizations, Paratransit has operated a maintenance program for its own vehicles and for those of other community agencies. Today this operation, dating back 30 years, provides services for over 50 organizations ranging from local non-profit human service agencies to Sacramento State University to private Medicaid transport operators.

For many years, the agency has operated a large travel training program aimed at training individuals, many developmentally disabled, to ride the fixed-route transit service. This program has recently expanded in other regions including Spokane, Washington, San Joaquin and Santa Clara Counties in California, and Honolulu, Hawaii. Over the years this program has trained thousands of individuals to ride the bus, thus saving an enormous expenditure on ADA paratransit service.



Valley Transportation Services (VTrans) – San Bernardino

Organization Structure Summary

CTSA Designation: 2010

Organization Type: 501(c) 3 corporation

Board Structure: 7 member board of directors, specified in Corporate Bylaws

Valley Transportation Services (VTrans) is among the newest CTSA's in California. It was designated as the CTSA by the San Bernardino Transportation Commission (SANBAG) in September, 2010.

Approach to Formation

The concept of a CTSA had been included in the San Bernardino County local sales tax measure as a recipient of a portion of the tax receipts. Yet at the time of passage of the tax (Measure I) no CTSA existed in the County. To accomplish formation of a CTSA, SANBAG commissioned a study of alternative approaches to a CTSA with the intent that the study would result in a formal recommendation of the appropriate structure of the CTSA for the San Bernardino urbanized area. The study considered all structural options and concluded with the recommendation that a new 501(c)3 corporation be created to be designated as the CTSA. VTrans incorporation was completed in October, 2010.

The provision of the local sales tax measure calls for the allocation of 2% of the tax proceeds to the CTSA. Funding began to accrue in 2009 and was made available to VTrans immediately upon formation. The 2% funding level in the tax measure provides approximately \$2 million per year for VTrans operations. These local funds have been used very successfully to date as local match to leverage federal funds (see CTSA Operating Details below).

Governing Structure

The VTrans Bylaws specify its governing structure. The structure is dictated in part by the large amount of public funding received by the agency and also by the intent to involve the major governmental organizations in its governance. The Board of Directors of VTrans consists of the following:

- Three appointed by San Bernardino Associated Governments (must be representative of the San Bernardino Valley)
- Two appointed by San Bernardino County Board of Supervisors (must be representative of the San Bernardino Valley area)
- Two appointed by Omnitrans – must be representative of designated population

Both SANBAG and San Bernardino County have chosen to appoint members from the community. In certain cases, these have been former elected officials from the area. Omnitrans has chosen to appoint two members of its own Board of Directors. The Omnitrans Board is made up entirely of elected officials of the represented jurisdictions. Thus its appointees are elected officials. Also included in the Bylaws is the right of SANBAG to appoint an ex-officio member. It has chosen to appoint a senior transportation executive to this post. The original corporate Bylaws did not provide for staggered terms for Board Members. This has since been corrected. Board terms are three years with a limit of two consecutive terms.

CTSA Operating Details

VTrans was interested in beginning operation very quickly following formation. In order to do so, the agency retained a very experienced CTSA executive on a contract basis to serve as its initial Executive Director. That individual was vested with full authority to manage the startup of the agency including money management, hiring authority, etc. Early startup steps included the selection of office space, full office setup, establishment of the accounting system, development of operating policies, and negotiation of initial operating agreements. The final step in the contract called for the Executive Director to guide the selection process for a permanent Chief Executive Officer. That permanent CEO took over in January, 2011.

Among the initial operational steps undertaken by the new agency were the application for federal funds to create a new travel training program and the formation of partner agreements with human service agencies to serve as transportation providers for agency clients. These newly created services took passenger trips off of the ADA paratransit system and onto a service with agency vehicles and drivers. Initial response was overwhelmingly positive regarding both service quality and cost savings.

VTrans has gone on to establish a volunteer driver program, partner on a grant applications, and expand agency trip participation by bringing in additional operating agencies. VTrans is presently in the final stages of creating a maintenance program for human service agencies in the San Bernardino area by opening its own facility staffed with agency employees.



Access Services (ASI) – Los Angeles

Organization Structure Summary

CTSA Designation: 1994

Organization Type: 501(c)3 corporation

Board Structure: 9 member board of directors

Approach to Formation

In 1990, the Los Angeles County Transportation Commission (LACTC) adopted an Action Plan and established a CTSA to begin coordination of Social Services transportation. The adopted plan called for the CTSA to implement and operate an information and referral service for social services transportation as well as provide technical assistance and training to local service providers. In 1991, in response to the mandates of the Americans with Disabilities Act (ADA), the mission of the CTSA was expanded to include the implementation of a regional ADA paratransit system for the Los Angeles County region.

In 1994, shortly after its formation, the successor to the LACTC, the Los Angeles County Metropolitan Transportation Authority (LACMTA) determined that the mission of the CTSA could best be fulfilled if the CTSA were a stand-alone independent agency. From this action, Access Services was established and designated as the CTSA for Los Angeles County per California Government Code Article 7, Section 6680.

Agency Structure and Functions

Access Services Incorporated (ASI) was established in 1994 and was designated as the Consolidated Transportation Services Agency (CTSA) for Los Angeles County by LACMTA (Metro). ASI is a public non-profit corporation and as the CTSA, administers the Los Angeles County Coordinated Paratransit Plan on behalf of the County's 43 public bus and rail operators. ASI facilitates the provision of complementary ADA paratransit services under the name "Access Paratransit."

In its role as Access Paratransit, ASI enters into and administers federally funded regional contracts with independent private transit providers. The agency also leases vehicles to the regional providers at \$1 per month to help facilitate the provision of service under the contracts. In total, the Access Paratransit system provides more than 2.3 million rides per year to more than 74,000 qualified disabled riders in a service area of over 1,950 square miles. Access Services receives its funding from Proposition C sales tax, Federal 5310 grants, and fare box revenue.

As the designated CTSA in Los Angeles County, ASI is in charge of the development and implementation of regional coordination of social service transportation to seniors, persons with disabilities, youth, and the low-income populations.

ASI operates as the ADA provider offering complementary service to the fixed-route operations of LACMTA and local municipal operators. Its governing structure is separate from that of LACMTA but provides for the transit agency to appoint one of its Board members.

Governing Structure

ASI is governed by a nine-member board of directors with one appointment by each of the following.

1. Los Angeles County Board of Supervisors
2. City Selection Committee's Corridor Transportation Representatives
3. Mayor of the City of Los Angeles
4. Los Angeles County municipal fixed-route operators
5. Los Angeles County local fixed-route operators
6. Los Angeles County Commission on Disabilities
7. Coalition of Los Angeles County Independent Living Centers
8. Los Angeles County Metropolitan Transportation Authority
9. Alternating appointment by the municipal and local fixed-route operators

CTSA Operating Details

Access Services performs a variety of functions as the CTSA. In 2009, ASI will sponsor over a dozen workshops in conjunction with Caltrans, CalACT, the

National Transit Institute, and other organizations. These professional development opportunities are available to public and non-profit agencies providing specialized transportation in Los Angeles County and their employees/affiliates (private sector applicants). Most of these programs are low or no cost and are subsidized by Access Services CTSA program.

In addition to training and education, ASI provides brokerage services, technical assistance, joint procurement, and travel training under the auspices of the CTSA.

For FY 2009-2010, the CTSA portion of the ASI Budget is projected to be \$223,103, which represents 0.24% of the agency's total operating costs of \$92,350,473.

*Consolidated
Transportation Services
Agency of the Stanislaus
Region*

Consolidated Transportation Services Agency of the Stanislaus Region

Organization Structure Summary

CTSA Designation: 2010
Organization Type: 501(c)3 corporation
Organizational Approach: Contract with Paratransit, Inc. to serve as CTSA

Approach to Formation

A comprehensive Stanislaus County Transit Needs Assessment was prepared in 2009. This study identified a number of transportation service gaps in the County and recommended formation of a CTSA to address the variety of identified needs. The Stanislaus County Council of Governments (StanCOG) sponsored the study and directed implementation. StanCOG chose to create a CTSA and prepared a Request for Proposals (RFP) defining the responsibilities of the CTSA and openly solicited proposals for this service. This is a unique approach to the selection of an agency to serve as a CTSA.

Proposals were received by two agencies to serve as the Stanislaus County CTSA. One was submitted by Catholic Charities of Stanislaus County. This local non-profit agency operated a small volunteer driver program in the county in addition to other human service functions. The other proposal to serve as the CTSA was submitted by Paratransit, Inc. of Sacramento. This large non-profit corporation (see case study above) already served as the CTSA in Sacramento County and had more than 30 years of experience as a CTSA operating agency. StanCOG chose to designate Paratransit Inc. as the CTSA for Stanislaus County. StanCOG entered into a three year contract with Paratransit with two option years. A separate Resolution was also adopted designating Paratransit as the CTSA for Stanislaus County.

Stanislaus Governing Structure

Paratransit Inc. is a Sacramento based corporation that does business throughout California and a number of other States. It has served as the CTSA in Sacramento County since 1981. Technically, the Stanislaus CTSA is governed by the Board of Directors of Paratransit, Inc.

To ensure local participation in governance, an advisory committee to StanCOG was established specifically to oversee the CTSA. This Mobility Advisory Committee (MAC) meets on a periodic basis to review operations and outcomes of the CTSA.

CTSA Operating Details

The Stanislaus CTSA has no dedicated funding source. Instead, the CTSA claims TDA funds under Article 4.5 as provided for in the law. The amount of funding that is claimed each year is negotiated among the transit operators and through a review of program objectives with StanCOG. The expectation of the CTSA as it was formed was that it would use the local TDA allocation to leverage federal funds to operate agency programs. Within the first year of existence, the CTSA successfully sought Federal JARC and New Freedom funds to support operations. Because of the 80% federal share of these programs as mobility management projects, the CTSA was able to lever an initial \$100,000 TDA allocation into a \$400,000 budget in its first year. TDA allocations in subsequent years have increased along with additional successful grant applications.

The Needs Study that led to the formation of the CTSA established priority programs for implementation. These specifically included a volunteer driver program to provide door-through-door service beyond ADA requirements and a travel training program to operate for all 5 transit operators throughout the County. Both programs were created within the first year of operation. The CTSA presently has a full time staff of three. These employees of the CTSA perform travel training and manage an expanding volunteer program. In addition, the CTSA staff provides technical assistance to StanCOG and other County agencies regarding transportation issues and programs.



Mendocino Transit Authority

Organization Structure Summary

CTSA Designation: 1981

Organization Type: Joint Powers Authority: Transit Authority

Board Structure: 7 member board of directors as set forth in the JPA

The Mendocino Transit Authority (MTA) is a Joint Powers Agency created in 1975 to provide transportation services within Mendocino County. The agency was designated as the CTSA for Mendocino County in 1981 by the Mendocino Council of Governments (MCOG).

The designation was accomplished through the use of a Minute Order by the COG and has been in effect since 1981. MTA has not had to re-apply in order to maintain its status as CTSA.

Mendocino Transit Authority Governing Structure

The MTA Board has seven appointed members.

- 3 appointed by the County Board of Supervisors
- 1 appointed by the City of Ukiah
- 1 appointed by the City of Point Arena
- 1 appointed by the City of Willits
- 1 appointed by the City of Fort Bragg

Membership on the JPA does not require a board member to be an elected official. Currently, about half of the membership consists of elected officials.

CTSA Operating Details

The Mendocino Transit Authority has substantially enhanced its efforts to provide a range of mobility management services in recent years. The hiring of a Mobility Management Coordinator was a major step in this development for the Authority.

TRANSPAC Technical Advisory Commission (TAC) Meeting Summary Minutes

MEETING DATE: February 27, 2014

MEMBERS PRESENT: Laramie Bowron, County Connection; John Cunningham, Contra Costa County; Corinne Dutra-Roberts, 511 Contra Costa; Jeremy Lochirco, Walnut Creek; and Lynn Overcashier, 511 Contra Costa Program Manager

GUESTS/PRESENTERS: Deborah Dagang, CH2MHill; Peter Engel, Program Manager, Contra Costa Transportation Authority (CCTA); Elena Idell, Dyett and Bhatia; Matthew Kelly, Associate Transportation Planner, CCTA; and Rick Ramacier, General Manager, County Connection

MINUTES PREPARED BY: Anita Tucci-Smith

The meeting was convened at 9:05 A.M. Self introduction followed.

1. Peter Engel, CCTA and Rick Ramacier, CCCTA with Presentation on the County Connection Mobility Management Plan

Peter Engel, Program Manager for the CCTA, reported that the Contra Costa Mobility Management Plan had been produced by a consultant hired by County Connection with the idea that the plan would cover the entire county. It had been initiated by the Transportation Alliance, an informal group of transit providers in the county along with social services agencies and Contra Costa County to create a work plan and produce some small projects to improve mobility for seniors, disabled, and low-income individuals in the county. Summits had been held around the county to get a mobility management program started. As part of the initial process, it had been agreed that County Connection would be the lead in managing the planning process for the development of a mobility management plan and a Consolidated Transportation Services Agency (CTSA) would be formed to provide the vehicle through which the list of desired services could be deployed. The creation of a Mobility Management Oversight Committee had been recommended to undertake the tasks associated with the establishment of the CTSA. He explained that the CCTA had taken the plan to the Authority Board in January. The Board liked the concept but did not want to adopt the plan without more input from the subregions, which was why it had been submitted for consideration at this time. The intent was to submit the proposal to TRANSPAC to move the plan forward.

Rick Ramacier, General Manager, County Connection, explained that the goal was to develop a Countywide Mobility Management Plan since Measure J, without identifying who should do it, required the CCTA to support a mobility management function. It had been included in Measure J because advocates had asked for the concept. He stated that in 2007 County Connection had volunteered to be the lead in managing the planning process and in 2012 a consultant had been hired to produce a plan.

Mr. Ramacier explained that County Connection had looked at the trends for paratransit and senior transportation, noted the challenges involved, and described the struggle for seniors when they reached that point in their life when they were unable to drive. While social service providers offered a very high level of service for the services they provided, and the cheapest thing to do would be to keep people in their homes, those paratransit and ADA services were stretched financially and the New Freedom grants used to fund those programs were limited and not financially sustainable. As a result, the CCTA was considering whether the mobility management plan should be financed in the next measure in a separate way.

Mr. Ramacier stated there were many social service/non-profit paratransit services being delivered throughout Contra Costa County and he referenced some of those programs explaining that in Contra Costa and Alameda counties they delivered as many people as County Connection did on the Link. If the funding for those programs was cut, he suggested those people would seek Americans with Disabilities Act (ADA) Link service from County Connection which would require a huge increase in paratransit monies and less for fixed routes. He suggested therefore the need to support social service and non-profit providers who provided a higher level of service at a lesser cost than County Connection could provide.

Mr. Ramacier reported that two levels of recommendations had been produced by the study for a mobility management plan; one level was for the creation of a CTSA to bring funding sources, services and efficiencies together. He referenced a CTSA in Sacramento County and an outreach CTSA program in Santa Clara and noted that the outreach program was not allowed to claim Transportation Development Act (TDA) funds. The plan did not call for a CTSA to claim TDA funds; rather, it assumed that the operators would turn their TDA funds over to provide paratransit to the CTSA because it could be cheaper and more efficient.

A number of service strategies had been suggested to respond to the transportation needs identified in the planning process including travel training to create a program to teach bus riding skills on all County transit systems; a refined Countywide ADA eligibility process to improve the accuracy of the eligibility determinations; working with human service agencies to provide transportation to their clients who currently used the ADA paratransit service operated by the transit agencies; evaluating the viability of a centralized maintenance program to serve the unique needs of the human service community operating a variety of vehicles in their programs; expanding the volunteer driver programs throughout the County as an inexpensive means of servicing difficult medical and other trip needs for seniors and persons with disabilities; expanding information availability by making meaningful resource information available through a central referral mechanism; determining the level of advocacy appropriate for a new CTSA in Contra Costa County and including the new agency in all transportation planning processes; including technical support as one of the services of the newly created CTSA to assist the human service community and other agencies in planning, grant management, and other technical functions; and establishing a professional and consistent driver training program for human service agencies.

Mr. Ramacier stated that those things could be done right away in that there were grants available now to move a mobility management plan forward in the County.

Mr. Ramacier added that there would be a committee to advise the CCTA how to spend a mobility management budget with funds that would be identified in the next year or two. The idea was that after a couple of years as grants ran out the mobility management plan would identify its value and people would find ways to fund it. He suggested that as a good way to move forward.

Corinne Dutra-Roberts spoke to her experience in working to assist someone seeking paratransit services where the application for eligibility was a long and difficult process and where many of those seeking services were elderly, had not previously used buses, and were having difficulty navigating through that difficult process. While she supported a coordinated plan, she emphasized the need to make the application more user friendly.

Mr. Ramacier acknowledged that the ADA application could be arduous. His ultimate vision for a mobility management plan was to have a program for everyone although he recognized it would take some time to get there. He advised that Anne Muzzini at County Connection was a resource to help seniors in the application process.

Mr. Engel emphasized the importance of travel training, noted that the first trip for most seniors was a huge barrier, and explained that many would rather stay home than attempt to use the bus. He stated there was a current grant process with the Metropolitan Transportation Commission (MTC) and a New Freedom grant being scored with six of the seven top projects being mobility management projects. MTC had an expressed desire to fund mobility management projects, and he expressed concern that if not proceeding with a mobility management plan Contra Costa County could lose out on funding. He urged proceeding now to avoid being left behind.

In response to Jeremy Lochirco as to the funding opportunities if the New Freedom grants currently being used by the private and public service providers were to be phased out, Mr. Ramacier stated that consultants who specialized in funding availability could be brought on through the oversight committee and the CCTA.

Mr. Lochirco referred to the Line 20a Call for Programs and asked if those monies could also be used to help fund a portion of a mobility management plan and the implementation strategies noted in the plan, to which Mr. Ramacier stated that could be done although there should be a conversation with the other entities that had a desire for those funds.

Mr. Lochirco agreed that there was not a huge amount of money available and the TAC would have to discuss recommendations to prioritize the use of the funds and whether those funds would fit into the larger framework.

Lynn Overcashier stated it would be important for those using Line 20a funds to be reporting in and providing data to a mobility management plan to start that coordination effort as one of the criterion for receiving any funds that would be allocated. She verified with Mr. Ramacier that County Connection had applied for Cycle 5 New Freedom grant funds that would be held and saved for the mobility management plan.

As to how the other RTPCs had received the plan, Mr. Ramacier reported that the transit operators in Contra Costa County were supportive of the plan although AC Transit had some reluctance and was not openly supportive of the plan at this point given the talk of consolidation. He characterized the plan as a roadmap to sustainability.

Ms. Overcashier commented that since they were dealing with schools and senior transportation there should be an opportunity for funding under a reauthorization of Measure J. She advised that the Contra Costa Mobility Management Plan would be on the agenda for the TRANSPAC meeting scheduled for March 13, 2014.

2. Continued Discussion of Action Plan Update Including Comments on the 2009 Actions and Revisions to Match Actions, Goals, and to Identify New Projects

Deborah Dagang, CH2MHill and Elena Idell of Dyett and Bhatia, presented the latest draft of the Action Plan along with an updated schedule for the adoption of a Draft Action Plan. She verified that TAC members had received the Draft Action Plan that she had recently emailed, reported that comments on the Draft Action Plan were due by March 3, 2014, and that the Draft Action Plan and comments would be submitted to TRANSPAC at its meeting on March 13, 2014. TRANSPAC would be asked at that time to release the Draft Action Plan to the other RTPCs and the CCTA for a 30-day review period. The Draft Action Plan would return to the TAC at its April 24, 2014 meeting, with a revised Draft Action Plan to return to the TAC on May 8, 2014, and be forwarded to the CCTA for incorporation into the Draft Countywide Transportation Plan (CTP) and Draft CTP Environmental Impact Report (EIR). She explained that the CCTA was expected to release the Draft 2014 CTP Update in June and provide comments on the Draft Action Plans to the RTPCs in September. The TRANSPAC TAC would review the comments in September and the RTPCs would prepare a proposal for adoption of the Action Plans in November. The CTP was to be completed in December 2014 with a final adoption of the Action Plans by January 2015.

Ms. Dagang emphasized that the current focus was to get a Draft Action Plan together with a focus on some of the details, and she reiterated the need for comments by March 3 which could be incorporated during the 30-day review period.

When asked, Matt Kelly of the CCTA verified for Mr. Lochirco that the Action Plans would be posted on the CCTA's website during the 30-day review period for public review and comment.

Ms. Dagang explained that the Draft CTP would also be posted and allow for public comment as well. She noted that significant portions of the Action Plan had already been reviewed by the TAC in that the vision, goals, and tenets had previously been discussed. The two things that were either new or needed feedback were how the goals corresponded to the corridors and the Traffic Impact Table in the back of the Draft Action Plan that discussed fees. She asked each jurisdiction to look at that table and provide any comments. She added that when asking TRANSPAC on March 13 to release the draft for circulation it would be up to each jurisdiction as to how it wanted that to be done and she expressed the willingness to make a presentation to the city councils if desired. No actions would be requested at those times.

Ms. Dagang advised that Ray Kuzbari had provided comments and she would include those comments if there was a consensus to do so. There were no remarks.

Ms. Dagang also noted that there was one more project that had the potential to be a marquee project for a potential reauthorization of Measure J to add to the Central County Action Plan; the Northbound HOV Lane Gap Closure on I-680 with a recommendation to extend HOV lanes from Livorna Road to North Main Street. She explained that there was no dollar amount for that project identified at this time.

Mr. Kelley affirmed that the CCTA was actively seeking funding for the Northbound HOV Lane Gap Closure on I-680 project and it would be helpful if included in the Draft Action Plan. He verified, when asked by Mr. Lochirco, that the project would be identified for HOV lanes and not HOT (toll) lanes.

By consensus, the TAC recommended the placement of the Northbound HOV Lane Gap Closure on I-680 project on the list for the Draft Action Plan.

3. Appointment(s) to Countywide Bicycle and Pedestrian Advisory Committee

Ms. Overcashier referred to the letter from CCTA Executive Director Randy Iwasaki related to the appointments to the Countywide Bicycle and Pedestrian Advisory Committee, and advised that the TAC's current representative was Jeremy Lochirco with Corinne Dutra-Roberts as the alternate.

Mr. Kelly advised that the Countywide Bicycle and Pedestrian Plan would be updated in 2014 in a parallel process with the update of the CTP.

By consensus, the TAC recommended that Jeremy Lochirco continue to serve as its representative with Corinne Dutra-Roberts to continue to serve as the alternate on the Countywide Bicycle and Pedestrian Advisory Committee.

4. Initial Discussion/Consideration of, and if yes, how to structure a Call for Programs for Line 20a money for the next fiscal year

Ms. Overcashier introduced the item and noted that it had been discussed in October 2013 when the third allocation of 20a funds had been approved by TRANSPAC, and when the development of additional criteria or trying to determine what basis to recommend to TRANSPAC for the process of 20a money had been discussed. She asked if the TAC wanted to move forward with the discussion or defer the discussion until the next meeting.

Mr. Lochirco suggested that the discussion be tabled to the next meeting when more members would be present. He noted that the topic of travel training had been discussed for funding in the future and in light of the mobility management plan and the aging population it would be important to do that. He was in favor of continuing the discussion to determine whether to limit the amount of monies for travel training and suggested it should be considered as an eligible project.

John Cunningham expressed a desire for a conversation with more people in the room with travel training to be an eligible expense and sought more travel options before investing heavily, but suggested it was a potential benefit and should be an eligible expense.

Ms. Overcashier reported that two jurisdictions had applied for travel training funds. She explained that \$1,176,000 was currently available in the line item for consideration with approximately \$375,000 a year deducted for the three cycles approved thus far. Last year's request was \$435,000 and \$288,000 had been allocated. She suggested the jurisdictions that had received funding last year should be in the room to advise of the status of that funding with a further discussion of earmarking a portion or a limit of travel training funding. She had read over the notes of the last three cycles and advised that one of the grant recipients the first year had identified an emergency and would not request ongoing funding although that turned out not to be the case.

The item was tabled for further discussion next month and Ms. Overcashier urged comments at that item.

5. Update on 511 Contra Costa and TRANSPAC Discussion Regarding Formation of a Joint Powers Authority (JPA) as an Administrative Construct

Ms. Overcashier reported that there was nothing new to add to the formation of a JPA. When asked by Mr. Lochirco at what point the jurisdictions would be advised of the situation to be submitted for council approval, she did not have a timeline, had not been privy to the discussions, but knew that Best & Krieger was working on some kind of language and talking points. An update was expected at the March 13, 2014 TRANSPAC meeting.

Mr. Cunningham cautioned that County Counsel typically had a lot of comments and any legal documents to be submitted to the jurisdictions would require a significant amount of time to be returned.

Referring to the notice for comments related to County Connection's request for comments on its Interactive Service Plan and the proposed service changes to routes in Walnut Creek and Martinez to improve performance and service quality, Mr. Lochirco stated that based on Walnut Creek's discussions with respect to Route 5, it was supportive of that concept. He asked how Walnut Creek's comments should be provided.

Mr. Bowron suggested that a letter of support or advising that the City had been made aware of the changes would be appropriate to take to the County Connection Board.

6. Adjournment

The meeting was adjourned at 10:10 A.M. The next meeting of the TAC is scheduled for March 27, 2014 at 9:00 A.M.



EXECUTIVE DIRECTOR'S REPORT February 19, 2014

TriLink Presentation to Sons In Retirement (SIRs): January 14, 2014

Martin Engelmann attended the Discovery Bay Chapter SIRs meeting to present an overview of the SR 239 (TriLink) project and Draft Feasibility Study. Many of the 140 members present were supportive of the proposed project.

Richmond San Rafael (RSR) Bridge Meeting: January 17, 2014

Staff from MTC, the Transportation Agency of Marin (TAM) and CCTA has met several times to discuss using the shoulder or 3rd lane on the RSR Bridge to help alleviate congestion in the eastbound direction during the PM peak commute. MTC has asked whether or not the upper deck can accommodate bicycle traffic. In order to accommodate bicycles, the bicycle path along I-580 in Contra Costa County will have to be improved. We are working with TAM in the planning phases of this project.

Northern Waterfront Development Project: January 21, 2014

Ross Chittenden, Linsey Willis, Martin Engelmann and I met with Gary Craft, Craft Consulting, and Rich Seithel, County of Contra Costa, to discuss the Northern Waterfront Development project and how CCTA could help move it along. As a result, we are looking into a Caltrans planning grant to assess the transportation system's needs for access along the northern waterfront.

Community Focus Meeting: January 21, 2014

I met with Stephanie Anderson, Executive Director of Community Focus, to discuss CCTA's upcoming projects and programs. She invited CCTA to speak at their event on June 5, 2014. Peter Engel will provide more detail on this topic.

NFAC Co-Chair Teleconference: January 21, 2014

I participated in a teleconference with the other National Freight Advisory Committee (NFAC) Co-Chairs for an update on the Draft National Freight Strategic Plan Framework, which included a schedule of activities and an updated template for the results of our analysis. Amin AbuAmara and Jack Hall have expressed an interest in Freight, so they have been helping me with the NFAC work assignments.

Caltrans/CCTA Quarterly Meeting: January 21, 2014

Ross Chittenden, Susan Miller, Ivan Ramirez and I met with the Caltrans District 4 management team to discuss progress on our projects. It was a good meeting with positive news on our projects.

Richmond San Rafael Bridge Meeting: January 22, 2014

Ross Chittenden and I attended a briefing for Supervisor Kinsey from Marin County, Executive staff from MTC, and TAM. Ross and I noted that the City of Richmond has been working on a PSR for a bicycle bridge option along I-580. The City of Richmond received an allocation from Chevron to do the PSR. We are working with City staff to determine the progress on the PSR. The option for our segment of the bicycle path is to move it to the north side of I-580.

MTC/AC Transit Meeting: January 22, 2014

Ross Chittenden and I participated in a meeting to discuss a funding issue associated with AC Transit's Bus Rapid Transit (BRT) project on International Blvd. They need to document a full funding agreement for the project in order to keep federal funding. We have RM 2 funds programmed for a carpool and transit parking structure near Hilltop on I-80, with AC Transit as the sponsoring agency. AC Transit would like to move the money to the BRT, which will give ACTC and AC Transit some time to address the funding issues. When the funding plan is modified in the near future, MTC will move the RM 2 money back for a project on I-80 corridor in Contra Costa.

East Bay Leadership Council's Annual Trends Conference: January 23, 2014

I moderated the session on alternative transportation technology. The speakers were Christopher Hedden and John Fischer of Cambridge Systematics, and Chris Weeks from Bishop Ranch. The session was well attended.

Clipper Card Meeting: January 24, 2014

Peter Engel, Rick Ramacier and I met with Carol Kuester. Carol is in charge of the Clipper Card implementation at MTC. We were briefed on the scheduled roll-out of Clipper Card technology in Contra Costa, what our operators can do to help accelerate the deployment of the technology, and how to improve the distribution of the clipper cards in the East Bay. We plan to have Carol speak at the March 19th Authority meeting.

New Employee Irene Ortega: January 27, 2014

Irene Ortega joined our team as our new Administrative Clerk. Irene has over 10 years of administrative support experience, including 5 years with the Peninsula Traffic Congestion Relief Alliance (also known as Commute.org) for the San Mateo County region.

Phil Batchelor: January 27, 2014

Ross Chittenden, Ivan Ramirez and I met with Hercules City Manager Phil Batchelor and William Silva to brief them on the status of the Hercules Intermodal Station. CCTA staff and consultants have taken over the project and wanted to meet Mr. Batchelor and provide an update on the project.

CALCOG Meeting: January 28, 2014

I attended the first CALCOG meeting of 2014 in Sacramento. The main topics were discussions of the transportation budget, the STIP hearings, Mileage Based User Fees, Amicus Brief update for SANDAG, and discussions with Under Secretary Brian Annis.

Tech Series – Streetline: January 29, 2014

We held another Tech Series featuring smart parking services technology provided by Streetline. Streetline uses a series of sensors, gateways, and communication devices to monitor parking availability, enforcement, and usage. They have developed apps for parking reservations, and partner with financial companies to provide payment services.

California Transportation Commission (CTC) Meetings: January 29-30, 2014

Ross Chittenden attended the CTC's meeting on Monday and the CTC's Northern California State Transportation Improvement Program (STIP) hearing. Ross testified on the importance of the STIP funds for projects throughout Contra Costa and the request to over-program the STIP by \$10 million to complete the I-680 Southbound carpool lanes.

GFOA Winter Meeting: January 30 – 31, 2014

CFO Randy Carlton attended the Government Finance Officers Association (GFOA) winter meeting in Washington DC. He is on a policy committee of the GFOA Executive Board. The committee updated several best practices for investments and treasury management. These standards become the recommended best practices used by public agencies in the United States and Canada.

ITS America Meeting: January 30 - February 1, 2014

I attended the ITS America Leadership Circle meeting in Phoenix. Intel hosted the meeting and provided an update on its engagement strategy to deliver value through the Internet of Things (IoT). In addition to IoT, we also were updated on their work for connected and autonomous vehicles. The group was given updates for three start-up areas. The first study area was the development of a National Database, an open database or data source, established and standardized through a collaborative effort that will ultimately provide data at less cost to the private sector, public agencies, and university researchers to establish innovative applications and improve transportation efficiency. The next study area is the commercial vehicle industry, should we target the commercial vehicle industry with a comprehensive ITS strategy that will improve safety, congestion, and efficiency with a cost-savings for operators and a significant return-on-investment for potential investors. The last study area is vehicle to infrastructure deployment, should ITS America focus on accelerating the V2I initiative. The amount of data that could be collected and synthesized into actionable information would be a tremendous help to the owners and operators of transportation systems.

Bay Area Congestion Management Agency (CMA) Directors Meeting: January 31, 2014

Ross Chittenden and Martin Engelmann attended the CMA Directors' monthly meeting which included discussions of Bay Area goods movement plans, Cap and Trade revenue investment scenarios, SB 743 (revised Level of Service metrics for CEQA), various CTC actions and related matters. Ross attended a meeting in the afternoon with the CMA Directors, MTC Executive Director Steve Heminger, and Caltrans Director Malcolm Dougherty, related to implementation of express lanes and degradation of carpool lanes. Many Bay Area carpool lanes are severely degraded and, under the provisions of Map-21, Caltrans must submit a mitigation plan to the Federal Highway Authority (FHWA) within 180 days.

ACEC California's Engineering Excellence Awards Banquet: February 3, 2014

I was a judge to help select the winners the ACEC's Engineering Excellence Awards. Their awards dinner was held in Sacramento at the Hyatt Hotel. They honored over 50 projects. The Golden State award, which is the highest honor, went to Degenkolb Engineers for their work on the Bing Performing Arts Center at Stanford.

ITS Japan Visitors: February 4, 2014

Daisuke Oshima from the Pacific Consultants Co., LTD., Ryota Horiguchi from the i-Transport Lab. Co., Ltd., and Mitsuo Yonezawa from the Japan Automobile Research Institute were asked by ITS Japan to meet with staff from the Contra Costa Transportation Authority. They are collaborating with Europe, Asia and the United States to select areas that will measure the energy efficiency and carbon reduction by implementing ITS technologies. CCTA was selected because of our reputation for implementing innovative transportation solutions. Matt Kelly is working with the project proponents listed above.

Standard & Poor's Roundtable: February 4, 2014

CFO Randy Carlton attended a roundtable discussion in San Francisco which was hosted by Standards & Poor's. The purpose of the roundtable was to provide information on S&P's new rating criteria for public agencies. Contra Costa Transportation Authority has a AA+ bond rating from S&P.

John Nemeth: February 5, 2014

Chair Janet Abelson, Ross Chittenden and I met with newly hired Executive Director of WCCTAC John Nemeth. We reviewed our program with John and look forward to working with him.

Lafayette Congestion Meeting: February 5, 2014

I met with Don Tatzin, Tony Coe, Leah Greenblat, and Niroop Srivatsa to brainstorm traffic mitigation strategies for downtown Lafayette.

2990 Oak Road Remodeling: February 5, 2014

We met with the building management to hear about remodeling improvements to much of the common area, elevators and restrooms of 2999 Oak Road. We will be informed in advance of any construction work that may have an impact on any of our public meetings over the next few months.

NFAC Public Webinar: February 6, 2014

I participated in the National Freight Advisory Committee Webinar. The goal of the meeting was to finalize the NFAC's submittal for the US DOT's initial release of the Primary Freight Network (PFN). The various subcommittees of the NFAC prepared their responses to the draft PFN and were combined into a large document. This webinar was held to allow NFAC committee members to read the draft response with the combined responses from the various subcommittees. During the first two hours of the webinar, only the committee members were allowed to provide comments. After the comments were collected and modifications were made, the public was allowed to comment.

Nissan Research Center: February 7, 2014

I was invited by Toshi Muramatsu and David Nishijima to discuss the future Express Lane projects in Contra Costa. They noticed that when the Sunol Grade southbound express lane opened, there was a backup and some confusion. They want to pilot a project where express lane information is transmitted to the vehicle and the driver using the infotainment system in the Nissan vehicles. Information would include ingress and egress, toll rates, congestion levels, etc.

New CCTA Website Unveiled: February 10, 2014

CCTA initiated a 'soft launch' of a newly redesigned website, which became visible to the public on February 10th. The structure of the new site is a departure from the previous design so staff is working to ensure that all relevant documents and information are transferred to the proper location on the new site. The updated site now supports social media, a new public meeting streaming service and an e-newsletter subscription service.

Meeting with City of Martinez Regarding Future Ferry Service: February 10, 2014

Peter Engel and staff from WETA met with Martinez Mayor Rob Schroder and his senior staff to discuss the Contra Costa ferry "white paper" and other issues related to ferry service in Martinez. The meeting served as an update to the City as well as an opportunity to keep the lines of communication open between the City, WETA and CCTA regarding ferry service.

CTF Transportation Forum 2014: February 11, 2014

Ross Chittenden, Martin Engelmann, Commissioner Janet Abelson and I attended the California Transportation Foundation (CTF) Transportation Forum 2014 in Sacramento. The attendees were given updates from Brian Kelly, Secretary, California State Transportation Agency, and Malcolm Dougherty, Caltrans Director. The morning panel discussed managed lanes. Our lunch speaker was Senator DeSaulnier. He gave us his views of transportation and how it improves the economy. Will Kempton provided an update of the vehicle license fee proposal and the statewide polling results. Jim Earp talked about the lessons learned from Prop 1B and participated on a panel discussing the Cap and Trade program. Finally, Jeff Morales started to give the audience a presentation on the California High Speed Rail project that was so hot it set off the fire alarm, which ended the 15th annual Transportation Forum.

Out of State Travel Costs – Prior Reporting Period

As reported in January, I attended the International Data Analysis Working Group on January 11th and the Transportation Research Board Annual Meeting January 12-14 in Washington DC. Total expenses for this trip were \$1,866.75.

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CONTRA COSTA
transportation
authority

COMMISSIONERS

Kevin Romick,
Chair

Julie Pierce,
Vice Chair

Janet Abelson

Newell Americh

Tom Butt

David Durant

Federal Glover

Dave Hudson

Mike Metcalf

Karen Mitchoff

Robert Taylor

MEMORANDUM

To: Barbara Neustadter, TRANSPAC

Andy Dillard, SWAT, TVTC

Jamar Stamps, TRANSPAN

John Nemeth, WCCTAC

Shawna Brekke-Read, LPMC

From: Randell H. Iwasaki, Executive Director

Date: February 24, 2014

Re: Items approved by the Authority on February 19, 2014, for circulation to the Regional Transportation Planning Committees (RTPCs), and related items of interest

At its February 19, 2014 meeting, the Authority discussed the following items which may be of interest to the Regional Transportation Planning Committees:

- 1. Release of Projections 2013.** ABAG released its latest series of land use forecasts, known as Projections 2013 (P-2013). These forecasts were developed as part of the Sustainable Communities Strategy component of Plan Bay Area, the recently adopted Regional Transportation Plan. As the Congestion Management Agency (CMA) for Contra Costa, the Authority is responsible for maintaining a travel model and land use data set that is consistent with ABAG forecasts. Authority staff is currently working on the incorporation of P-2013 into the Countywide model for use in the Countywide Transportation Plan (CTP) 2014 update.
- 2. Update on the Status of the 2014 CTP Update and Results of Public Opinion Survey Regarding the Transportation Outlook for Contra Costa.** Authority staff and consultants are continuing to work on the development of the Draft 2014 Countywide Transportation Plan. Much progress has been made. In consultation with the RTPCs, the question of incorporating sustainability into the Plan has been addressed, and the revised Vision and Goals discussed. At the sub-area level, each of the RTPCs is preparing and discussing its draft Action Plans for Routes of Regional Significance. In the area of public outreach, focus groups have

Randell H. Iwasaki,
Executive Director

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been completed, and stakeholder outreach is well underway. As part of the public outreach effort for the Countywide Transportation Plan, EMC research has conducted a telephone survey to gauge the public opinion of Contra Costa voters regarding the transportation system. Alex Evans of EMC presented the survey results. *The Authority approved the updated schedule for the 2014 CTP Update (see attached) and requested that the polling consultant perform an additional poll to determine the public's preference regarding specific projects and programs.*

CCTA Action Plan Update Schedule

29-Jan-14

	Steps	West			Central			East			Lamorinda			Tri-Valley		
		County	County	County	County	County	County	County	County	County	County	County	County	County	County	County
1	RTPC TAC reviews Preliminary Draft	10-Oct-13	19-Dec-13	15-Oct-13	30-Oct-13	7-Nov-13										
2	RTPC reviews Preliminary Draft and circulates to member jurisdictions	n/a	n/a	n/a	2-Dec-13	n/a										
3	Review by Local Councils (if requested)*	n/a	n/a	n/a	Dec '13 - Feb '14	n/a										
4	RTPC TAC reviews comments received and incorporates comments into Draft Action Plan	9-Jan-14	27-Feb-14	n/a	19-Feb-14	3-Feb-14										
5	RTPC Approves Draft Action Plan for circulation to local jurisdictions, other RTPCs, CCTA, and interested parties	31-Jan-14	13-Mar-14	14-Nov-13	3-Mar-14	13-Feb-14										
6	RTPC TAC reviews comments received and incorporates comments into Revised Draft Action Plan	13-Mar-14	24-Apr-14	18-Feb-14	16-Apr-14	7-Apr-14										
7	RTPC Approves Revised Draft Action Plan and Forwards to Authority for incorporation into the Draft CTP and DEIR	28-Mar-14	8-May-14	13-Mar-14	5-May-14	30-Apr-14										
8	Authority releases Draft 2014 CTP Update				18-Jun-14											
9	Authority provides comments on Draft Action Plans received during review of Draft CTP and Draft CTP EIR				17-Sep-14											
10	RTPC TACs review comments on Draft Action Plans received during of Draft CTP and Draft CTP EIR				1-Oct-14											
11	RTPCS revise Action Plans to incorporate comments and prepare Proposal for Adoption Action Plans				1-Nov-14											
12	Authority adopts Final 2014 CTP Update				17-Dec-14											

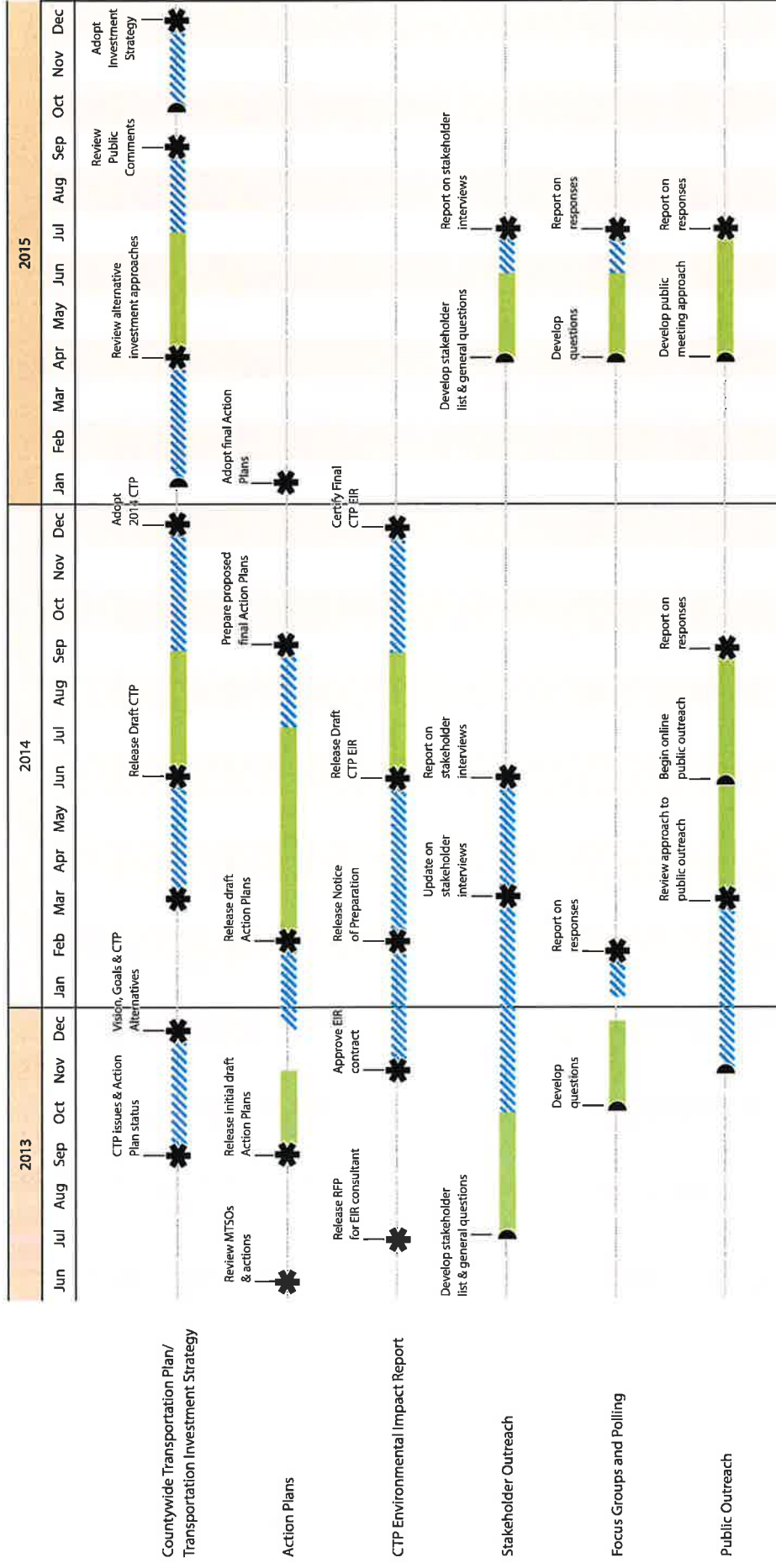
*Note: Local Council review is optional. This schedule assumes that elected representative to the RTPC are responsible for informing their respective councils of actions taken by the RTPC.

All dates should be the dates of meetings on which actions or comments is anticipated and not the date on which drafts or final Action Plans are distributed.

Overall Schedule

2014 Countywide Transportation Plan and Action Plans

February 1, 2014



CCTA staff/consultant begin work
 Authority/RTPC review/approval
 Public review/outreach
 Staff/consultant work products

TRANSPAC Transportation Partnership and Cooperation

Clayton, Concord, Martinez, Pleasant Hill, Walnut Creek and Contra Costa County
2300 Contra Costa Boulevard, Suite 110
Pleasant Hill, CA 94523
(925) 969-0841

February 24, 2014

Randell H. Iwasaki, Executive Director
Contra Costa Transportation Authority
2999 Oak Road, Suite 100
Walnut Creek, CA 94597

Re: Status Letter for TRANSPAC Meeting – February 13, 2014

Dear Mr. Iwasaki:

At its meeting on February 13, 2014, TRANSPAC took the following actions that may be of interest to the Transportation Authority:

1. Received report from Michael Wright, City of Concord Reuse Project Director, on the current planning for reuse of the Concord Naval Weapons Station (CNWS).
2. Received report from TRANSPAC Chair David Durant on the issues raised by CalPERS regarding the status of 511 Contra Costa employees and supported the use of TRANSPAC reserves to engage Best Best & Krieger in support of the establishment of a TRANSPAC Joint Powers Authority to establish status for past employees as well as current and future 511 Contra Costa employees, to be considered on the March 13, 2014 TRANSPAC agenda.
3. Received a report from Lynn Overcashier, 511 Contra Costa.
4. Elected Mark Ross as TRANSPAC Chair and Loella Haskew as TRANSPAC Vice Chair for 2014.

TRANSPAC hopes that this information is useful to you.

Sincerely,



Barbara Neustadter
TRANSPAC Manager

Mr. Randall H. Iwasaki

February 24, 2014

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cc: TRANSPAC Representatives; TRANSPAC TAC and staff
Candace Andersen, Chair – SWAT
Sal Evola, Chair – TRANSPLAN
Martin Engelmann, Hisham Noeimi, Brad Beck (CCTA)
John Nemeth – WCCTAC
Janet Abelson – WCCTAC
Jamar I. Stamps – TRANSPLAN
Andy Dillard – SWAT
Danice Rosenbohm, CCTA
June Catalano, Diana Vavrek, Diane Bentley – City of Pleasant Hill



SWAT

Danville • Lafayette • Moraga • Orinda • San Ramon & the County of Contra Costa

February 5, 2014

Randell H. Iwasaki, Executive Director
Contra Costa Transportation Authority
2999 Oak Road, Suite 100
Walnut Creek, CA 94597

RE: SWAT Meeting Summary Report for February 2014

Dear Mr. Iwasaki:

At the **February 3rd, 2014** Southwest Area Transportation Committee (SWAT) meeting, the following items were discussed that may be of interest to the Authority:

Appointed the SWAT Chair and Vice Chair for 2014: The Committee took action to appoint the Contra Costa County representative, Supervisor Candace Andersen, Chair, and the City of Lafayette representative, Don Tatzin, Vice Chair of SWAT for 2014. 2014 SWAT meetings will be held at Supervisor Andersen's Lamorinda office, 3338 Mt. Diablo Boulevard, Lafayette.

Appointed the South County SWAT Representative to the CCTA: The South County SWAT representation to the CCTA was scheduled to rotate to the Town of Danville SWAT representative for a two-year term, beginning February 1, 2014 through January 31, 2016. However, a Town of Danville representative, Newell Arnerich, is currently serving as the Mayor's Conference representative to the CCTA through January 31, 2015. Per the SWAT Rules of Procedure, a SWAT representative and Mayor's Conference representative from the same jurisdiction cannot concurrently serve on the CCTA. As such, the Committee took action to appoint the San Ramon SWAT representative, David Hudson, as the South County SWAT representative to the CCTA, and the Town of Danville SWAT representative, Karen Stepper, as the South County alternate SWAT representative to the CCTA, for the first year of the new two-year term, effective beginning February 1, 2014 through January 31, 2015.

Received a presentation of the SWAT 511 Contra Costa TDM Annual Report for 2014.

Received an update on the I-680 Auxiliary Lanes, Segment 2 Project.

Received information on the Central Contra Costa Transit Authority's Contra Costa Mobility Management Plan: SWAT received a copy of the Plan, and requested to agendaize the item for discussion at the next SWAT meeting. SWAT staff will work with CCTA and CCCTA staff to schedule presentations for the upcoming February SWAT TAC and March SWAT meetings.

The next SWAT meeting is scheduled for Monday, March 3rd, 2014, at Supervisor Andersen's Lamorinda Office, 3338 Mt. Diablo Boulevard, Lafayette. Please contact me at (925) 314-3384, or adillard@danville.ca.gov, if you should have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Andy Dillard". The signature is fluid and cursive, with the first name "Andy" and the last name "Dillard" clearly legible.

Andy Dillard
Town of Danville/SWAT Administrative Staff

Cc: SWAT; SWAT TAC; Jamar Stamps, TRANSPLAN; John Nemeth, WCCTAC; Barbara Neustadter, TRANSPAC; Danice Rosenbohm, CCTA; Martin Engelmann, CCTA