



# SWAT

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

## SOUTHWEST AREA TRANSPORTATION COMMITTEE

### MEETING AGENDA

**Monday, February 3, 2014**  
**3:00 p.m.**

City of San Ramon  
2222 Camino Ramon  
San Ramon, CA 94583

*Any document provided to a majority of the members of the Southwest Area Transportation Committee (SWAT) regarding any item on this agenda will be made available for public inspection at the meeting and at the Danville Town Offices, 510 La Gonda Way, Danville, CA during normal business hours.*

#### **1. CONVENE MEETING/SELF INTRODUCTIONS**

#### **2. PUBLIC COMMENT:**

Members of the public are invited to address the Committee regarding any item that is not listed on the agenda. *(Please complete a speaker card in advance of the meeting and hand it to a member of the staff)*

#### **3. BOARD MEMBER COMMENT**

#### **4. ADMINISTRATIVE ITEMS**

#### **5. CONSENT CALENDAR:**

**5.A Approval of Minutes:** SWAT Minutes of November 4, 2013 *(Attachment - Action)*

**5.B Appoint the SWAT Chair and Vice-Chair for 2014** *(Attachment - Action)*

**5.C Appoint the South County SWAT Representative to the CCTA** *(Attachment - Action)*

End of Consent Calendar

#### **6. REGULAR AGENDA ITEMS:**

**6.A Presentation of SWAT 511 Contra Costa TDM Annual Report for 2013:** SWAT staff will provide a presentation on the 2013 report. *(Attachments - No Action)*

**6.B Update on I-680 Auxiliary Lanes, Segment 2 Project:** SWAT staff will provide a brief update on the project's status. *(Attachments - No Action)*

- 6.C Contra Costa Mobility Management Plan – Informational Item:** At its meeting of January 15<sup>th</sup>, 2014, the Contra Costa Transportation Authority Board received a presentation on the Central Contra Costa County Transit Authority's (CCCTA) Contra Costa Mobility Management Plan. The Plan, adopted by CCCTA in October 2013, identifies a need and provides a blueprint for Contra Costa to establish a Mobility Management function. CCCTA has requested that the Authority consider adopting the plan as an initial step for the development and implementation of a mobility management function. Per the direction of the Authority Board at the January 15<sup>th</sup>, 2014 meeting, the Plan is being routed to the Regional Transportation Planning Committees for review and comment at this time, and will be brought back before the Authority Board for consideration at a future meeting.

The Contra Costa Mobility Management Plan is provided as background. CCTA and CCCTA staff will be available to formally present the Plan at upcoming SWAT TAC and SWAT meetings, and as scheduled per SWAT's direction.

*(Attachments – No Action)*

**7. WRITTEN COMMUNICATIONS** *(Attachments – Action as determined necessary)*

- TRANSPLAN summary of actions from Committee meeting of 11/14/13 & 1/16/14
- TRANSPAC summary of actions from Committee meetings of 11/14/13 & 12/12/13
- Notice of Availability of DEIR for Ponderosa Homes Residential Development (Danville)
- Notice of Intent to Adopt a Mitigated Negative Declaration and NOPH for Faria Preserve Project (San Ramon)

**8. DISCUSSION:** Next Agenda (recommended agenda items)

- Presentation and Discussion on Contra Costa County Mobility Management Plan
- Review and Comment on Lamorinda and Tri-Valley Action Plan Updates
- Appoint SWAT Representatives to CCTA's Bicycle and Pedestrian Advisory Committee for 2014-15 term

**9. ADJOURNMENT** to Monday, March 3<sup>rd</sup>, 2013, 3:00 p.m., location to be determined.

The SWAT Committee will provide reasonable accommodation for persons with disabilities planning to participate in SWAT monthly meetings. Please contact Andy Dillard at least 48 hours before the meeting at (925) 314-3384 or [adillard@danville.ca.gov](mailto:adillard@danville.ca.gov).

**Staff Contact:** Andy Dillard, Town of Danville

Phone: (925) 314-3384 / E-Mail: [adillard@danville.ca.gov](mailto:adillard@danville.ca.gov).

Agendas, minutes and other information regarding this committee can be found at: [www.cccounty.us/SWAT](http://www.cccounty.us/SWAT)

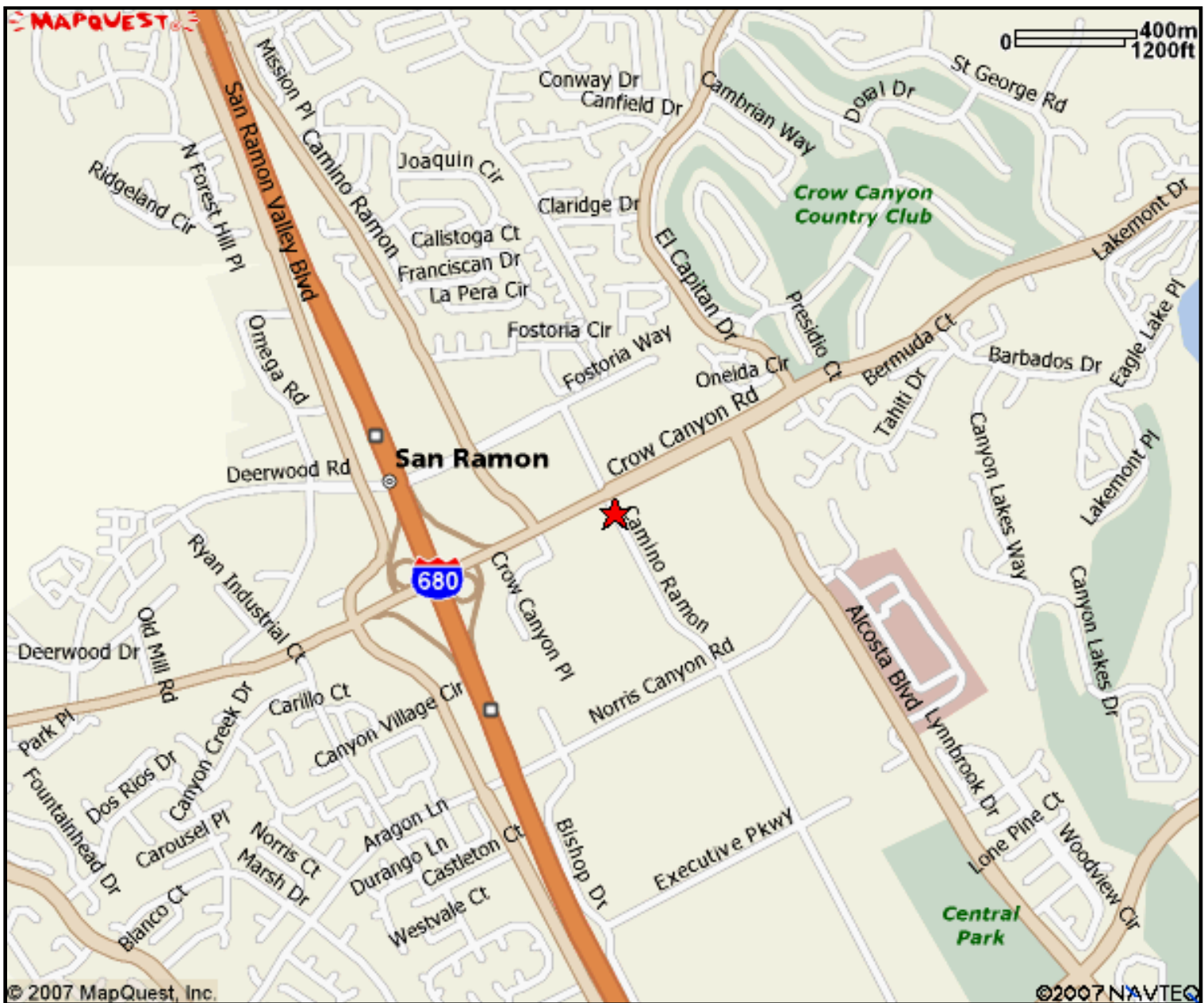
SOUTHWEST AREA TRANSPORTATION COMMITTEE  
MEETING LOCATION MAP

CITY OF SAN RAMON, 2222 CAMINO RAMON,  
SAN RAMON, CA 94583

DIRECTIONS:

**I-680 South (from Walnut Creek):**

- Take the CROW CANYON ROAD (Exit 36).
- Turn LEFT onto CROW CANYON ROAD.
- Go approximately .4 miles and turn right on to CAMINO RAMON.
- Turn right into parking lot (Commons Office Park). City Hall will be on the left.



**Agenda Item 5A**



# SWAT

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

**SUMMARY MINUTES**  
**November 4, 2013 – 3:00 p.m.**  
**City of San Ramon**  
**2222 Camino Ramon**  
**San Ramon, California**

**Committee members present:** David Hudson (Chair), City of San Ramon; Candace Andersen (Vice Chair), Contra Costa County; Amy Worth, City of Orinda; Michael Metcalf, Town of Moraga; Don Tatzin, City of Lafayette; Karen Stepper, Town of Danville.

**Staff members present:** John Cunningham, Contra Costa County; Lisa Bobadilla, City of San Ramon; Darlene Amaral, City of San Ramon; Tai Williams, Town of Danville; Andy Dillard, Town of Danville; Chuck Swanson, City of Orinda; Shawna Brekke-Read, Town of Moraga; Leah Greenblat, City of Lafayette.

**Others present:** Martin Engelmann, CCTA; Susan Miller, CCTA; Lisa Klein, MTC; Barbara Laurenson, MTC; Scott Steinwert, Circlepoint; Ivy Morrison, Circlepoint; Michael Tanner, BART; Stephen Abrams, Abrams Associates; Charlie Abrams, Abrams Associates; Dave Baker, O'Brien Land Company; Dave Bowie, Bowie and Schaffer Attorneys; Grace Schmidt, Alamo.

1. **CONVENE MEETING/SELF INTRODUCTIONS:** Meeting called to order by Chair Hudson at 3:02 p.m.
2. **PUBLIC COMMENT:** None.
3. **BOARD MEMBER COMMENT:** None.
4. **ADMINISTRATIVE ITEMS:** Andy Dillard recorded the minutes. Extra agenda packets were made available.
5. **CONSENT CALENDAR:**

**5.A Approval of Minutes:** SWAT Minutes of October 7, 2013 (*Attachment - Action*)

**ACTION:** Worth/Andersen/unanimous

End of Consent Calendar

**6. REGULAR AGENDA ITEMS:**

**6.A Presentation/Update on I-680 Express Lanes Project - Livorna Road to Alcosta Road:**

Susan Miller, CCTA; Barbara Laurenson, MTC; and Lisa Klein, MTC staff provided an overview of the project components, project limits, and schedule. Susan Miller began the presentation by recognizing the partnership between MTC and CCTA in coordinating this project and other planned and in-progress projects for the I-680 corridor. It was reported that the Express Lane conversion for I-680, north of Highway 24 to the Benicia Bridge, is being administered by CCTA. This project is in the early design phase. Coupled with I-680 Express Lane conversion south of Highway 24 (Livorna to Alcosta), and in conjunction with the planned Southbound I-680 HOV Gap Closure Project, it was noted that there will be a continuous southbound Express Lane network for the I-680 Contra Costa corridor.

Barbara Laurenson, BAIFA Project Coordinator/MTC, provided details of the I-680, Livorna Road to Alcosta Road, Express Lanes project. Ms. Laurenson explained that BAIFA (Bay Area Infrastructure Financing Authority) is overseeing the planning and implementation of all Bay Area Express Lanes. BAIFA is comprised of MTC commissioners from the Counties of where Bay Area Express Lanes exist or are planned, and includes commissioners from Solano, Contra Costa, and Alameda, as well as Caltrans. It was explained that the Express Lanes project consists of converting existing HOV lanes to convertible HOV or toll lanes. HOV lanes will remain in effect, with the added Express Lane toll option for solo drivers who wish to utilize the lane. The project does not require the construction of new lanes, and consists of the installation of elements such as signing and striping and electronic tolling equipment. It is anticipated that work will begin on the Alcosta to Livorna segment in 2015. It was anticipated that by 2035, there will be approximately 550 miles of Express Lanes throughout the Bay Area region. Ms. Laurenson recognized the many partners involved for the current and future planning and implementation of the regional Express Lanes network and which includes MTC, Caltrans, CHP, CCTA, ACTC, STA, SCVTA, and FasTrak.

Michael Metcalf stated that one of primary questions received from the public regarding Express Lanes is how exactly the multi-use lanes are able to coexist as both HOV and Express Lanes. Ms. Laurenson explained that the addition of Express Lanes along the I-680 corridor will not eliminate the HOV lanes, and will still be in effect in conjunction with the new Express Lanes as one multi-use lane. It was further explained that there are special toll tags the Express Lane users will need to obtain, and that they are similar to current FasTrak toll tags. It was reported that the deposit required for the standard bridge toll tag would be the same cost as for the Express Lane toll tag device, and that the deposit received is applied toward toll fees.

Don Tatzin asked if there would be a difference between Express Lane network functioning throughout the Bay Area counties. A follow up question was regarding the toll revenues, and how they might be distributed. Ms. Laurenson explained that the entire Bay Area network is designed to operate seamlessly and

contiguously for users. It was further explained that, as for BAIFA, the primary use of toll revenues will be to cover operating costs of the system. It is to be determined per further policy discussions regarding further revenue sharing. Amy Worth further explained that there are basic tenets in place that, once the entire 3-county network is in place, that revenue sharing will remain in the respective corridors, and that it would be determined once the entire network has been completed.

Tai Williams inquired if the Express Lane Network might trigger implementation and activation of ramp metering for the South County I-680 corridor. Lisa Klein responded that the Express Lane project does not include, nor would trigger, ramp metering for the sub-region. It was also stated that there would be public outreach meeting scheduled for January or February.

**ACTION:** None

#### **6.B Presentation/Update on Caldecott Tunnel 4th Bore Project:**

Ivy Morrison, Circlepoint (on behalf of Caltrans) provided a comprehensive presentation of the Caldecott Fourth Bore Project. Ms. Morrison provided details on all phases of the project, with highlights including details on the excavation and drilling procedures, the geological findings, and the wide range of technological features that have been installed in the tunnel for managing everything from day-to-day operations to emergency response. It was reported that the current estimated final cost of the project is approximately \$417M, and is expected to be open to traffic in mid-November. SWAT thanked Ms. Morrison for her tremendous work in bringing this project to the public.

**ACTION:** None

#### **6.C Review and Comment on Vision, Goals, and Current Issues for the 2014 CTP Update:**

Martin Engelmann, CCTA staff presented the item. Mr. Engelmann explained that efforts are underway for updating the 2014 Countywide Transportation Plan (CTP). Included as part of the CTP update, the Action Plans for Routes of Regional Significance are being updated for the County's sub-regions. It was explained that this particular update will incorporate MTC's Sustainable Communities Strategy (SCS) that has been adopted and released by MTC since the last CTP update back in 2009. As part of the CTP update, the Vision, Goals, and Strategies are being reviewed at this time, with some minor revisions being proposed. Among the revisions, it was explained that there are several minor revisions to reflect the new emphasis on sustainability. Mr. Engelmann also pointed out that a fifth goal is being proposed, and states – "Continue to invest wisely to maximize the benefits of available funding." The purpose of this new, fifth goal is to represent the Authority's responsibilities in the area of transportation funding.

Candace Andersen stated a concern regarding the wording of Goal #2, and suggested that the language referring to "managing growth" should be changed back to "managing the impacts of growth", and in concert with the function and purpose of the CCTA. Don Tatzin commented that, in reference to the new goal ("Goal #5) referencing the maximization of transportation funding, that there be

language added that reflects or ties in Countywide equity for the manner in which funding is allocated, and as it would it further support the goal of maximizing funding benefits. It was also recommended and reiterated that, for Goal #2, the existing language “Manage the impacts of growth” be retained in favor of the suggested language of “Manage growth”.

Candace Andersen requested that Goal #3 language be expanded to “maintain and improve the transportation system”, and to consider clarifying that the transportation system is in reference to all elements of transportation investments and infrastructure throughout the County.

Michael Metcalf expressed concerns regarding the language referencing perspective future environmental conditions, and the way it could be perceived by the public in relation to the consideration of future transportation funding measures. Martin Engelmann responded that the language referencing the environmental conditions was included as theoretical assumptions, and in efforts of creating a baseline for supporting future EIR processes. Tai Williams recommended that the language in this particular section be edited as follows:

- Under sub-section “Environment”, page 6 - strike paragraph 1
- Under sub-section “Environment”, page 6, paragraph 2 – edit language as follows: “In response to the AB 32 goals for reducing CO2 emissions and the assumptions established in the Regional Transportation Plan (RTP), California has adopted new laws and regulations.”

SWAT comments were noted by Authority staff and will be further transmitted by SWAT staff to the Authority.

**ACTION:** None

#### **6.D Review and Comment on Terraces of Lafayette Project:**

Leah Greenblat, Lafayette staff, presented the item. Don Tatzin recused himself from the discussion and meeting stating that the Project had not yet been presented at a Lafayette City Council meeting. The item was presented as a follow-up from the previous SWAT meeting of October 7<sup>th</sup> regarding the proposed Terraces of Lafayette multi-family housing project. It was reported that the Lamorinda Planning Management Committee (LPMC) reviewed and provided a comment letter regarding potential traffic impacts of the project, and more specifically Pleasant Hill Road, in relation to the Lamorinda Action Plan for Routes of Regional Significance and the Gateway Constraint Policy contained in the Plan.

The question was asked as to why SWAT was being asked to consider commenting on the project in relation to potential traffic impacts. Martin Engelmann responded that, per the Measure J legislation, SWAT is responsible for overseeing both the Lamorinda and Tri-Valley Action Plans, and to review or call-out any conflicts or potential violations of compliance with the Action Plans.

Ms. Greenblat expanded on the applicant’s proposed mitigation measures for expanding, or adding a lane on, southbound Pleasant Hill Road near Deer Hill Road, and the potential violation that this mitigation may trigger in respect to the Action Plan’s Gateway Constraint Policy.



Steve Abrams, Abrams and Associates and consultant for the applicant, spoke on the Terraces Projects proposed traffic mitigations. He expressed that, in his opinion, the mitigation measures as proposed will improve the operations of Pleasant Hill Road, particularly at the intersection of Deer Valley Road/Pleasant Hill Road. He further expressed that project would not affect traffic south of the project area.

Charlie Abrams, Abrams and Associates and consultant for the applicant, supported the previous comments stated by Steve Abrams, and further commented that the project would not contribute to increasing the overall capacity of Pleasant Hill Road, and would not have any effect, or be in violation of, the Gateway Constraint Policy.

Dave Bowie, Attorney for the applicant, spoke on behalf of the project. Mr. Bowie explained that the mitigation measures proposed is basically an extension of the southbound right turn lane for westbound Highway 24. It was expressed that the project's proposed traffic mitigations is an opportunity that should be considered.

Ms. Greenblat explained and further clarified the development review process and requirements. It was explained that the project FEIR had been finalized by the Lafayette Planning Commission, and is being circulated for review at this time. As part of the review process, it is required that any potential inconsistencies be identified, such as conflicts with the Lamorinda Action Plan. Further, regarding process, it was further explained that it is important to solicit and gather comments at this time regarding the traffic mitigation measures of the project, and prior to the project being considered for approval at the local level, and so that potential issues or conflicts can be pre-identified and brought to the attention of Lafayette's Commissions and Councils.

SWAT requested that this item be continued and that more information and details be provided regarding the proposed traffic mitigation measures. The item will be agendized for a future SWAT meeting for further consideration.

**ACTION:** None

**7. WRITTEN COMMUNICATIONS:** The following written communication items were made available:

- CCTA summary of actions from Board meeting of 10/16/13
- TRANSPLAN summary of actions from Committee meeting of 10/10/13
- TRANSPAC summary of actions from Committee meetings of 10/10/13 and 10/24/13
- Notices for I-680 HOV GAP Closure Project (Caltrans)
- Notice of Rezoning Application for Saranap Village (Contra Costa County)

**ACTION:** None

**8. DISCUSSION:** Next/Future Agenda:

- Appoint South County SWAT Representative to the CCTA for 2014-15 term
- Appoint SWAT Chair and Vice Chair for 2014
- Appoint SWAT Representatives to CCTA's Bicycle and Pedestrian Advisory Committee for 2014-15 term

- Lamorinda and Tri-Valley Action Plan Updates (January 2014)

**ACTION:** None

9. **ADJOURNMENT:** The next meeting is scheduled for Monday, December 2<sup>nd</sup>, 2013, or other meeting date as determined, at the City of San Ramon, 2222 Camino Ramon, San Ramon.

**ACTION:** Meeting adjourned by acting Chair Hudson at 5:30 p.m.

**Staff Contact:**

Andy Dillard  
Town of Danville  
(925) 314-3384 PH  
(925) 838-0797 FX  
[adillard@danville.ca.gov](mailto:adillard@danville.ca.gov)

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**Agenda Item 5B**



# SWAT

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

**DATE:** February 3, 2014  
**TO:** SWAT Committee  
**FROM:** SWAT Administrative Staff  
**SUBJECT:** Rotation of SWAT Chair and Vice-Chair for 2014

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## BACKGROUND

As described in the SWAT Rules of Procedure, the SWAT Chair and Vice-Chair shall rotate on a 12-month term, from January through December. The sequence of rotation is Contra Costa County, Lafayette, Danville, Orinda, Moraga, San Ramon.

As such, the 2014 SWAT Chair is scheduled to rotate to the Contra Costa County SWAT Representative, and SWAT Vice-Chair is scheduled to rotate to the Lafayette SWAT Representative.

## RECOMMENDATION

Appoint the Contra Costa SWAT Representative as the 2014 SWAT Chair, and appoint the Lafayette SWAT Representative as the 2014 SWAT Vice-Chair.

## Staff Contact:

Andy Dillard, Town of Danville  
Phone: (925) 314-3384  
Email: [adillard@danville.ca.gov](mailto:adillard@danville.ca.gov)

**Agenda Item 5C**



# SWAT

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

**DATE:** February 3, 2014  
**TO:** SWAT Committee  
**FROM:** SWAT TAC  
**SUBJECT:** South County SWAT Appointment to the Contra Costa Transportation Authority (CCTA)

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## BACKGROUND

The SWAT representation to the CCTA, from the South County area, is rotated between the jurisdictions of San Ramon and Danville. Currently, the San Ramon representative is serving year two of their two-year term through January 31, 2014. Per the SWAT Rules of Procedure, the South County representative is scheduled to rotate to the Danville representative for a two-year term beginning February 1, 2014 through January 31, 2016.

At its January 7, 2008 meeting, the Southwest Area Transportation (SWAT) Committee amended its Rules of Procedure to add Section 4(e), as follows:

“In order to achieve maximum participation at the CCTA from SWAT jurisdictions, whenever the Mayors’ Conference or Metropolitan Transportation Committsion (MTC) representative to CCTA is from a SWAT jurisdiction, then no other council member from that jurisdiction shall serve as a SWAT representative to CCTA.”

A Danville representative is currently serving a two-year term as the Mayor’s Conference representative to the CCTA through January 31, 2015. As such, and per SWAT Rules of Procedure, Section 4(e), it is recommended that the San Ramon representative continue as the South County representative to the CCTA through January 31, 2015. The Danville representative will be scheduled to assume the South County CCTA representative seat for the remainder of the two-year term, beginning February 1, 2015.

## RECOMMENDATION

Appoint the San Ramon representative as the South County SWAT representative to the CCTA, and the Danville representative as alternate through January 31, 2015.

Attachments – 11/7/13 CCTA letter to SWAT

### **Staff Contact:**

Andy Dillard, Town of Danville  
Phone: (925) 314-3384  
Email: [adillard@danville.ca.gov](mailto:adillard@danville.ca.gov)



CONTRA COSTA  
transportation  
authority

COMMISSIONERS

November 7, 2013

Janet Abelson, Chair

Kevin Romick,  
Vice Chair

Newell Americh

Tom Butt

David Durant

Federal Glover

Dave Hudson

Mike Metcalf

Karen Mitchoff

Julie Pierce

Robert Taylor

Randell H. Iwasaki,  
Executive Director

Hon. Dave Hudson, Chair

SWAT

City of San Ramon

2226 Camino Ramon

San Ramon, CA 94583-1372

Subject: Expiration of Authority Member Term and Appointment of Representative for the February 1, 2014 through January 31, 2016 Period

Dear Chair Hudson:

Your term on the Authority Board will be expiring on January 31, 2014. SWAT should either reappoint or replace you for the two-year period from February 1, 2014 through January 31, 2016. Your alternate must also be reappointed or replaced.

Please notify the Authority in writing of your appointments. We would also appreciate if you would provide us contact information for any new appointees. If any changes occur during the two-year terms, please advise us in writing. We anticipate seating new members at the Authority's Planning Committee and Administration & Projects Committee meetings in February (February 5<sup>th</sup> and February 6<sup>th</sup>, respectively), and then formally at the Authority Board Meeting on February 19<sup>th</sup>, 2014.

Thank you for your attention to this matter. Please feel free to contact me at (925) 256-4724, or Danice Rosenbohm at (925) 256-4722 if you have any questions.

Sincerely,

Randell H. Iwasaki

Executive Director

2999 Oak Road  
Suite 100  
Walnut Creek  
CA 94597  
PHONE: 925.256.4700  
FAX: 925.256.4701  
www.ccta.net

cc: Andy Dillard, SWAT Staff  
Commissioner's file



**Agenda Item 6A**

SOUTHWEST  
AREA  
TRANSPORTATION

TRANSPORTATION DEMAND  
MANAGEMENT ANNUAL REPORT



This Program Review contains program results and participant data for the 2012 – 2013 SWAT Transportation Demand Management 511 Contra Costa programs. 511 Contra Costa offers countywide and local programs that reduce vehicle miles traveled (VMT) and greenhouse gas (GHG) emissions as part of the Contra Costa Growth Management Program, the Congestion Management Program and other legislative mandates (AB 32 & SB 375). These programs promote alternatives to the single occupant vehicle, while also promoting the mission of Transportation Demand Management, which is to reduce traffic congestion and improve air quality by maximizing the use of the existing roadway system.

## **511 Contra Costa Southwest Student Programs**

### **High School Carpool to School Program**

The High School Carpool to School program provides students with an incentive to carpool to school. Each student who registers and obtains a parking permit from their school receives a \$10 gas card. Registered students, along with their passengers, are then entered into drawings for \$5 gift cards.

The Carpool to School program for FY 12/13 included six schools:

1. Acalanes High School (Lafayette)
2. California High School (San Ramon)
3. Campolindo High School (Moraga)
4. Miramonte High School (Orinda)
5. Monte Vista High School (Danville)
6. San Ramon Valley High School (Danville)

Participating students were asked to answer a survey about the program. Results by school follow:

#### **1. Acalanes High School**

- 58 students participated in the program
- 23 students responded to the survey (40% total response rate)
- Survey results:
  - a. 26% of the students live about one mile away from the school
  - b. 50% carpooled for 9 months out of the school year
  - c. 78% carpooled 5 days a week
  - d. 48% of students started a new carpool
  - e. 91% of students continued to carpool after receiving the incentive

#### **2. California High School**

- 61 students participated in the program
- 38 students responded to the survey
- Survey Results:
  - a. 62% total response rate
  - b. 52% of the students live about 1 to 2 miles away from the school
  - c. 42% carpooled for 8 months out of the school year
  - d. 89% carpooled 5 days a week
  - e. 36% of students started a new carpool

f. 97% of students continued to carpool after receiving the incentive

### **3. Campolindo High School**

- 20 students participated in the program
- 12 students responded to the survey
- Survey Results:
  - a. 33% of the students live about 4 miles away from the school
  - b. 75% carpooled for 9 months out of the school year
  - c. 58% carpooled 5 days a week
  - d. 91% of students started a new carpool
  - e. 100% of students continued to carpool after receiving the incentive

### **4. Miramonte High School**

- 62 students participated in the program
- 49 students responded to the survey
- Survey Results:
  - a. 79% total response rate
  - b. 50% of the students live about 5 miles or more away from the school
  - c. 65% carpooled for 9 months out of the school year
  - d. 83% carpooled 5 days a week
  - e. 85% of students started a new carpool
  - f. 100% of the students continued to carpool after receiving the incentive

### **5. Monte Vista High School**

- 350 students participated in the program
- 147 students responded to the survey
- Survey Results:
  - a. 42% total response rate
  - b. 51% of the students live about 5 miles or more away from the school
  - c. 46% carpooled for 9 months out of the school year
  - d. 84% carpooled 5 days a week
  - e. 50% of students started a new carpool
  - f. 99% of the students continued to carpool after receiving the incentive

### **6. San Ramon Valley High School**

- 61 students participated in the program
- 41 students responded to the survey
- Survey Results:
  - a. 67% total response rate
  - b. 32% of the students live about 5 miles or more away from the school
  - c. 41% carpooled for 9 months out of the school year
  - d. 80% carpooled 5 days a week
  - e. 78% of students started a new carpool
  - f. 100% of the students continued to carpool after receiving the incentive

Staff continues efforts to involve Dougherty Valley High School in the High School Carpool to School Program.

### High School Carpool to School Program Participation by School

	Acalanes High School	California High School	Campolindo High School	Miramonte High School	Monte Vista High School	San Ramon Valley High School	Total # of Student Participation
Total Participants for School Year 2012-2013	58	61	20	62	350	61	612
Total Participants for School Year 2011-2012	Did not participate in SY 11/12	Did not participate in SY 11/12	17	73	100	114	304

TFCA Project Cost - Cost Effectiveness (ROG, NOx & Weighted PM), this value must meet policy requirements. The cost effectiveness value must meet \$90,000/ton requirement. Based on these survey results, this program meets cost effectiveness per the Air District at \$1,233/ton.

### **Student Transit Ticket Program**

For the 2012/2013 school year, approximately 1,310 students received 2 - 12 ride transit passes for County Connection. A follow-up survey was distributed to the families who had received transit passes. Five hundred and forty-seven (547) completed surveys were returned (42% response rate).

Results of the survey indicated:

- 68% of students were driven to school by a parent before they received the free transit passes
- 49% were driven by a parent when returning home from school before they received the free transit passes
- 19% replied they were already taking public transit to return home from school
- 28% replied they lived 5 miles or more from their school
- 22% replied they lived 3 miles from their school
- 71% of students used all the transit passes they received
- 16% used most of the transit passes
- Before receiving the passes, 19% of students stated they already rode the bus five times a week
- After receiving the passes, 38% rode the bus five times a week

### Student Transit Ticket Program Participation by School

School	Number of Students	City	Public or Private School	Subtotal by City
Rancho Romero Elementary School	1	Alamo	Public	-
Stone Valley Middle School	5	Alamo	Public	6 - Alamo
Charlotte Wood Middle School	8	Danville	Public	-
Creskide Elementary School	7	Danville	Public	-
Del Amigo High School	43	Danville	Public	-
Diablo Vista Middle School	18	Danville	Public	-

Greenbrook Elementary School	1	Danville	Public	-
Los Cerros Middle School	3	Danville	Public	-
Monte Vista High School	139	Danville	Public	-
San Ramon Valley High School	70	Danville	Public	-
St. Isidore Catholic School	1	Danville	Private	-
Sycamore Valley Elementary School	1	Danville	Public	-
Tassajara Hills Elementary School	1	Danville	Public	292 - Danville
Acalanes High School	33	Lafayette	Public	-
Bentley School	1	Lafayette	Private	-
Burton Valley Elementary School	1	Lafayette	Public	-
Happy Valley Elementary School	3	Lafayette	Public	-
Lafayette Elementary School	2	Lafayette	Public	-
St. Perpetua School	1	Lafayette	Private	-
Stanley Middle School	22	Lafayette	Public	63 - Lafayette
Camino Pablo Elementary School	3	Moraga	Public	-
Campolindo High School	52	Moraga	Public	-
Joaquin Moraga Intermediate School	5	Moraga	Public	-
Los Perales Elementary School	4	Moraga	Public	-
Orion Academy	13	Moraga	Private	77 - Moraga
Miramonte High School	39	Orinda	Public	-
Orinda Intermediate School	18	Orinda	Public	-
Wagner Ranch Elementary School	2	Orinda	Public	59 - Orinda
Bollinger Canyon Elementary School	5	San Ramon	Public	-
California High School	263	San Ramon	Public	-
Country Club Elementary School	1	San Ramon	Public	-
Coyote Creek Elementary School	17	San Ramon	Public	-
Dougherty Valley High School	193	San Ramon	Public	-
Gale Ranch Middle School	52	San Ramon	Public	-
Golden View Elementary School	2	San Ramon	Public	-
Hidden Hills Elementary School	14	San Ramon	Public	-
Iron Horse Middle School	143	San Ramon	Public	-
Live Oak Elementary School	14	San Ramon	Public	-
Neil Armstrong Elementary School	2	San Ramon	Public	-
Pine Valley Middle School	6	San Ramon	Public	-
Quail Run Elementary School	8	San Ramon	Public	-
Twin Creeks Elementary School	23	San Ramon	Public	-
Venture School	4	San Ramon	Public	-
Walt Disney Elementary School	4	San Ramon	Public	-
Windemere Ranch Middle School	62	San Ramon	Public	813 - San Ramon
<b>Total Number of Students</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1310 - Total</b>

TFCA Project Cost - Cost Effectiveness (ROG, NOx & Weighted PM), this value must meet policy requirements. The cost effectiveness value must meet \$90,000/ton requirement. Based on these survey results, this program meets the TFCA project cost- cost effectiveness per the Air District at \$19,233/ton.

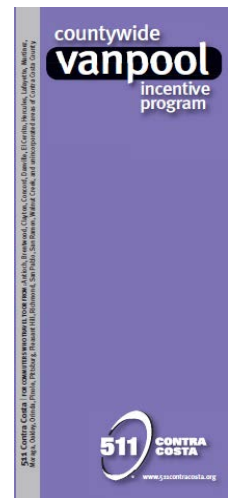
## 511 Contra Costa Countywide Vanpool Program

Survey results for the 511 Contra Costa Vanpool programs show that the program continues to reduce traffic congestion while also helping to reduce individual transportation costs. One hundred and five (105) new passengers were surveyed for the 2012/2013 fiscal year, 37 of whom completed the survey (35% response rate).

- 84% currently ride in a vanpool
- 76% reported that they drove alone prior to participating in a vanpool
- 97% reported traveling at least 21 miles (one way) to work
- \$161.81 is the average monthly vanpool cost

The tables below list the origin and destination of individual vanpool passengers:

Individual Vanpool Passenger Origin	
	Total
Alamo	1
Antioch	7
Bay Point	2
Benicia	2
Brentwood	5
Burlingame	1
Clayton	2
Concord	4
Danville	2
Discovery Bay	2
Dublin	1
Fairfield	5
Lafayette	1
Lathrop	3
Manteca	1
Martinez	1
Mountain House	3
Napa	1
Oakley	5
Pittsburg	6
Pleasanton	1
Richmond	1
Rio Vista	1
Sacramento	2
San Carlos	1
San Francisco	15
San Rafael	1
San Ramon	4



Tracy	9
Travis AFB	1
Vacaville	2
Vallejo	2
Walnut Creek	9
West Sacramento	1
<b>Total</b>	<b>105</b>

Individual Vanpool Passenger Destination	
	Total
Dublin	1
Foster City	4
Hayward	3
Livermore	3
Pittsburg	1
Richmond	18
Sacramento	4
San Francisco	4
San Ramon	42
Santa Clara	10
South San Francisco	5
Vacaville	10
<b>Total</b>	<b>105</b>

TFCA Project Cost - Cost Effectiveness (ROG, NOx & Weighted PM), this value must meet policy requirements. The cost effectiveness value must meet \$90,000/ton requirement. Based on these survey results, this program meets the TFCA project cost- cost effectiveness per the Air District at \$28,960/ton.



## 511 Contra Costa Southwest Employer Programs

511 Contra Costa has several programs that help worksites increase the number of employees using commute alternatives. Throughout the year, employers and local Chambers of Commerce within the Southwest Contra Costa region received emails, letters, and marketing materials regarding Bike to Work Day, Spare the Air, and the 511 Contra Costa incentive programs.

511 Contra Costa also belongs to several regional committees, including: the Tri-Valley & Contra Costa Resource Team on Air Quality, Association for Commuter Transportation (ACT) Northern Chapter, 511 Regional Outreach Forum, MTC Rideshare/Bicycling TAC, and Working Group- Input for Option 4, SB 1339.

### Employer Outreach Efforts:

- ❖ PG&E San Ramon – Staff worked with Bishop Ranch Transportation and attended 4 relocation events for PG&E employees. PG&E relocated approximately **1,394** employees into Bishop Ranch from other PG&E sites throughout the Bay Area.
- ❖ County Connection and 511 Contra Costa teamed up to promote the Real Time Bus Tracker. In March 2013, staff and volunteers placed flyers on vehicles at BART stations in Walnut Creek, Concord, Pleasant Hill, Lafayette and Orinda. The promotion encouraged BART commuters to take transit to BART instead of driving alone. The flyer asked the commuter to take a pledge to use transit, and if they pledged, they received a free 12-Ride Bus Pass. In total, over 10,000 flyers were distributed at all 5 BART stations. For the Lafayette and Orinda BART stations, a total of 76 commuters took the pledge to take transit to BART instead of driving alone. A survey was sent to these 76 commuters, 37 of whom completed the survey (49% response rate). Survey results indicated:
  - 78% commute 5 days a week to work
  - 54% use BART 5 days a week
  - 49% used the County Connection 12-ride passes
  - 41% live approximately ¼ of a mile away from a bus stop
  - 72% walk to the bus stop
- ❖ Legacy Plaza San Ramon – Staff hosted a transportation commuter fair. Six different commute vendors attended to promote commute alternatives to the tenants. Approximately 30 people picked up commuter information.
- ❖ Bike lockers or bike racks were purchased and/or will be installed at the following employer worksites:
  - Town of Danville – Bike racks were purchased and installed throughout the downtown area.
  - Bishop Ranch Transportation Center – Bike racks were purchased and installed throughout the business park.



Danville Bike Racks



Bishop Ranch Business Park Bike Rack

## Bike to Work Day 2013 – May 9, 2013

More than 350 energizer stations were set up along local bike commute routes in all nine Bay Area counties, including Contra Costa County. At each station, bicyclists were provided free beverages, snacks, giveaways and encouragement! More than 4,400 bicyclists and walkers stopped at one of the following Contra Costa County energizer stations for refreshments:



Energizer Station Sponsor	Energizer Station Location
City of San Ramon/Bishop Ranch Transportation Centre/Whole Foods	Iron Horse Trail at Bollinger Canyon Road
San Ramon Valley Street Smarts/Town of Danville	Iron Horse Trail/behind Lunardi's/Danville Train Depot
City of Lafayette/Bike Ped. Adv. Committee/Go Lafayette	Lafayette Plaza Park - Corner of Mt. Diablo Blvd & Moraga Rd
City of Orinda	Corner of Davis Rd & Bates Blvd (St. Stephen's Bike Trail)
Hank and Frank Bicycle Shop	Lafayette BART Station by BART Kiosk
Town of Moraga	Intersection of Rheem Blvd & St. Mary's Rd (along Lafayette -Moraga Trail)
The Studio	Iron Horse Trail & Sycamore Valley Blvd



Bike to Work Day Collage: (L-R) Energizer stations in Lafayette, Danville, San Ramon, Moraga, Orinda, and an example of giveaways at the energizer stations.

## Other Countywide Programs and Regional Updates

**1. Commuter Incentive Programs** – Bike, Walk, Transit, Carpool – Provides eligible participants with an opportunity to receive a \$50 incentive for use of an alternative mode of travel rather than a single occupant vehicle for reducing traffic congestion and improving air quality by maximizing the use of the existing transportation infrastructure.

**2. TRAFFIX** – TRAFFIX is a unique partnership between the City of San Ramon, Town of Danville, San Ramon Valley Unified School District and Contra Costa County. The primary objective is to reduce traffic congestion in the most heavily traveled corridors throughout the San Ramon Valley.

Now in its fifth year of service, TRAFFIX provides school bus service to nine school sites, with more than **1,352** students participating in the program. The program now provides service to California High School and Monte Vista High School. This will provide new service to approximately **173** students.

**3. Lamorinda School Bus Program** – The Lamorinda School Bus Program (LSBP), a consortium of three cities and four school districts in Lafayette, Moraga and Orinda, provided round trip school bus transportation to **1,167** k-12 students during the 2012–2013 school year. Twenty-one buses leased from First Student provided daily bus service to ten participating schools. Based on ridership statistics, the program eliminated a total of 630,180 vehicle trips during the 2012–2013 school year.

**4. The Pre-Tax Commuter Benefit** – For the 2014 calendar year, this restores the pre-tax transit and vanpool commuter benefits to be on par with the qualified parking benefit:

- Up to **\$130 per employee per month** for vanpool and all public transportation
- Up to **\$250 per employee per month** for qualified parking
- Up to **\$380 per employee per month** for both public transportation and qualified parking

**5. SB 1339 Bay Area Commuter Benefits Program** – SB 1339, which was signed by the Governor in fall 2012, authorizes the Bay Area Air Quality Management District (Air District) and the Metropolitan Transportation Commission (MTC) to jointly adopt a regional commute benefit program. The program will require employers with 50 or more full-time employees in the Bay Area to offer their employees one of the following benefits:

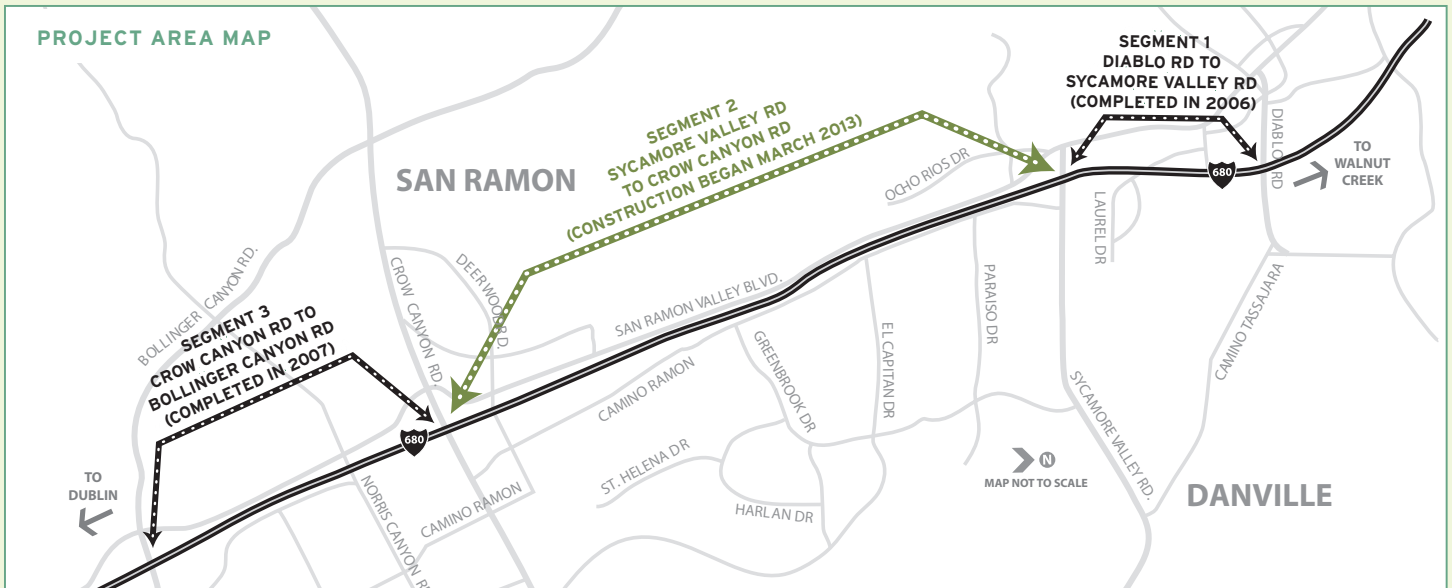
1. The option to pay for their transit or vanpooling expenses with pre-tax dollars, as permitted by current federal law
2. A transit or vanpool subsidy to reduce or cover the employees' monthly transit or vanpool costs
3. A free or low-cost bus, shuttle, or vanpool service (operated by or for the employer)
4. An alternative commuter benefit that is as effective as the other options in reducing single-occupant vehicle trips (and/or vehicle emissions)
  - Pre-approved menu style alternative benefit option. Employers would provide a combination of measures based upon either Option 4a or Option 4b.

The Air District and MTC are finalizing the criteria for option 4a & option 4b. Both agency's are working on amending the "draft" Program and plan to present the proposed Program at a public hearing before the Air District's Board of Directors and MTC's Commissioners in early 2014. Once the Program is adopted by both governing boards, employers will have six months to comply.



**Agenda Item 6B**





## STAY INFORMED

CCTA is committed to keeping local residents and businesses informed throughout construction. Project information will be updated regularly on CCTA's website, including construction advisories and the current schedule. You can visit the project web site at [www.ccta.net/EN/home/projects/I680\\_aux\\_lane.html](http://www.ccta.net/EN/home/projects/I680_aux_lane.html) and sign up to receive project updates via email.

If you have questions or comments about this project, please contact CCTA at:

PROJECT INFO LINE: (925) 262-1158 E-MAIL: [I680auxlanes@gmail.com](mailto:I680auxlanes@gmail.com)



READ THIS CONSTRUCTION UPDATE FOR  
IMPORTANT INFORMATION ABOUT THE I-680  
AUXILIARY LANES IMPROVEMENT PROJECT

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# I-680 AUXILIARY LANES IMPROVEMENT PROJECT

## CONSTRUCTION UPDATE - NOVEMBER 2013

### Overview

The Contra Costa Transportation Authority has planned and implemented improvements along the I-680 corridor over the last decade. A key part of the improvements to the I-680 freeway corridor is the construction of auxiliary lanes within the Town of Danville and a portion of the City of San Ramon. Auxiliary lanes allow traffic to enter and exit the freeway more efficiently and safely by connecting the on-ramp at one interchange with the off-ramp at the next interchange, improving overall freeway efficiency through the corridor. Construction of Segment 2 auxiliary lanes, between Sycamore Valley Road and Crow Canyon Road began in late March 2013. Landscaping will be replanted along the entire project area once roadway construction is complete.

### What's Happening Now?

**Northbound** – Work in the northbound direction of I-680 has involved the construction of new sound walls and retaining walls adjacent to Camino Ramon. With the majority of this work now complete, workers are grading the new roadway area for concrete paving. Due to the limited work space available for roadway widening and restricted construction access, some operations must be performed at night. Night time grading and paving work is anticipated to continue to January 2014.

**Southbound** – In the southbound direction of I-680, workers are constructing a new sound wall adjacent to San Ramon Valley Boulevard, approximately 600 feet north of the Greenbrook overcrossing. This work is anticipated to be completed in early 2014. Workers are also grading the new roadway area for concrete paving. Due to the limited work space available for roadway widening and restricted construction access, some operations must be performed at night. Night time grading and paving work is anticipated to continue to January 2014.

**Sign Installation** – Foundation work for new overhead signs in the northbound direction will take place at two locations adjacent to Camino Ramon during weekend day shifts. Residents within the immediate area will receive advance notice of this work. Foundation work for new signs in the southbound direction adjacent to San Ramon Valley Boulevard will take place during both day and night shifts.

Residents and travelers on I-680 will continue to see work crews along the freeway and along both San Ramon Valley Boulevard and Camino Ramon throughout construction.



New retaining walls near the Greenbrook Drive overcrossing feature an oak leaf motif

### PROJECT SCHEDULE

ACTIVITY	TIMEFRAME
Construction	March 2013 – Mid 2014
Landscaping	Mid – Late 2014

#### DAY SHIFT WORK HOURS

6:00 a.m. – 3:00 p.m. Weekdays

7:00 a.m. – 4:00 p.m. Saturdays (only when necessary)

#### NIGHT SHIFT WORK HOURS\*

8:00 p.m. – 5:00 a.m. Weekdays

8:00 p.m. – 8:00 a.m. Saturdays

8:00 p.m. – 10:00 a.m. Sundays

\*Night shift work will occur in various locations until early 2014, weather permitting.

### What to Expect During Construction:

- Ongoing construction activities include jack hammering, grinding, drilling, earth removal and grading, concrete pouring, masonry work and use of trucks and heavy construction equipment with backup alarms. Activities will be staged to minimize noise and dust impacts on local residents.
- Night shift work in both the north and southbound directions of I-680 will occur in various locations until early 2014 to install new overhead signs, prepare the new roadway and pour concrete pavement, and perform additional project work as necessary.
- Daytime weekend work, with one-way traffic control at two locations along Camino Ramon to prepare foundations and install new overhead signs. Residents within the immediate area will receive advance notice of this work.
- Once new overhead signs are installed and concrete paving work in both directions of I-680 is complete, workers will remove k-rails, re-stripe the roadway and complete other work necessary to open the new lanes to traffic.
- Minor traffic delays on I-680 (at night) due to various lane closures in both the north and southbound directions between Sycamore Valley Road and Crow Canyon Road when necessary.
- Temporary freeway ramp closures and local detours are expected as work progresses.

ADDITIONAL UPDATES WILL BE PROVIDED  
THROUGHOUT THE PROJECT. WE APPRECIATE  
YOUR PATIENCE DURING CONSTRUCTION.

**Agenda Item 6C**

## Contra Costa Transportation Authority **STAFF REPORT**

**Meeting Date:** January 15, 2014

Subject	Presentation Regarding the Contra Costa Mobility Management Plan
<b>Summary of Issues</b>	The Central Contra Costa Transit Authority (CCCTA) prepared and adopted a Contra Costa County Mobility Management Plan and will present it to the Authority for its consideration and adoption. The plan identifies a need and provides a blueprint for Contra Costa to establish a Mobility Management function.
<b>Recommendations</b>	<ol style="list-style-type: none"> <li>1. Adopt the Contra Costa Mobility Management Plan as a blueprint for a countywide mobility management function for implementation;</li> <li>2. Authorize Authority staff to work with MTC staff to redirect an awarded New Freedom Cycle 3 Grant to begin implementation of the mobility management function; and</li> <li>3. Bring back to the Authority in Spring of 2014 details and options for implementing the Mobility Management Plan.</li> </ol>
<b>Financial Implications</b>	The Authority was awarded a Federal New Freedom grant by MTC for \$96,000. The recommendation would redirect the use of these funds from a web enabled database to the implementation of the Mobility Management Plan.
<b>Options</b>	<ol style="list-style-type: none"> <li>1. Adopt the plan with recommended revisions.</li> <li>2. Adopt any combination of the three stated recommendations</li> <li>3. Do not approve any recommendations</li> </ol>
<b>Attachments</b>	<b>A.</b> Contra Costa Mobility Management Plan
<b>Changes from Committee</b>	N/A



## Background

In FY 2007-08 CCCTA was awarded a Cycle 2 Federal Transit Administration (FTA) Section 5317 “New Freedom” grant in the amount of \$80,000 to develop a Mobility Management Plan to include recommendations, goals, objectives, actions, timeline, and a funding plan for the establishment of a Mobility Management Center. CCCTA applied for the funding on behalf of multiple agencies countywide which met bi-monthly under the auspices of the Transportation Alliance. The Transportation Alliance included all of the public transit operators that operate in Contra Costa County, Contra Costa County Health and Human Services staff, RTPC staff, and staff from various social service agencies that provide transportation and CCTA. The purpose of the group was to coordinate services and better transportation options for seniors, people with disabilities, and low income families.

CCCTA agreed to submit an application with the understanding that the plan was to be a countywide effort and not be restricted to the CCCTA service area. Matching funds to the grant were provided by CCCTA, East Contra Costa Transit Authority (ECCTA) and West Contra Costa Transit Authority (WCCTA).

### What is Mobility Management?

“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.”

Effective mobility management has been shown to reduce costs and increase service through coordination of existing resources and the establishment of new programs, when necessary, to enhance travel options for these populations. It is because of this that the Metropolitan Transportation Commission (MTC) has embraced the development and implementation of mobility management throughout the Bay Area.

MTC, the programming agency for Federal New Freedom funds, has made mobility management a priority in its criteria for evaluating New Freedom project applications. MTC has also identified mobility management as a primary principle in addressing coordination and efficiencies in paratransit services in its recommendations regarding sustainable paratransit services in its Transit Sustainability Plan adopted by the Commission in May 2012.

### The Mobility Management Plan

In January 2012, the County Connection entered into an agreement with Innovative Paradigms to complete the resource inventory and develop a Mobility Management Plan. Since then, Innovative Paradigms has conducted significant outreach including: interviews with transit agencies, human service agencies, and advocates for seniors and the disabled. Additionally, three countywide transportation summits were held and input was received from the public, city and County staff, and the Contra Costa County Paratransit Coordinating Council. CCTA staff worked closely with CCCTA throughout the Plan's development.

Mobility management relates to administering functions associated with the mobility needs of seniors and those with disabilities. These functions can include: travel training, improved ADA eligibility, centralized maintenance, volunteer driver programs, centralized information, technical assistance, etc.

To implement mobility management in Contra Costa County, the report recommends the establishment of a Mobility Management Oversight Board to be staffed with executives from County Connection, Tri-Delta Transit, WestCAT, AC Transit, Contra Costa Transportation Authority, BART, and three executives representing human service agencies. This Board will guide the formation of a mobility management program and will be responsible for securing funding, hiring a mobility manager, and establishing by-laws and performance standards.

Ultimately it is envisioned that the mobility management "center" could implement several programs that could aid in improving coordination and operating efficiencies of multiple transportation providers.

Potential mobility management functions described in the plan include:

- **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 Coordinated Transportation Services Agency (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.

Prior to implementation of any of the above services, a dedicated source of funding will need to be identified to administer the program and pay for any services implemented. An initial role of the Mobility Management Oversight Committee will be to identify long term funding opportunities as well as a permanent agency structure.

CCCTA, as the grantee and lead agency on the development of the plan, adopted the Plan on October 10, 2013.

#### Next steps

CCCTA has requested that the Authority adopt the mobility management plan and foster the development of the mobility management function to the next step. Some seed funding has been identified for this first step including a previously approved Cycle 3 New Freedom grant awarded to CCTA. The grant was awarded to convert a database of county service providers into a user-friendly web-enabled data resource. With the opportunity to seed the formation of a true mobility management function in the county, it might make more sense to redirect those funds. CCCTA also has some Cycle 2 funds that could be redirected to move the project forward.

If authorized by the Authority, staff will develop more defined options for the implementation of a mobility management function and present them for Authority consideration this Spring.

# 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

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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:

- 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

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### **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

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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 CTSAs.

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 (CTSAs). 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 CTSAs:

- 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 CTSAs 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 CTSAs or designate existing organizations as CTSAs 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.

### CTSA Formation Budget

[Estimated formation expense; approximately 6 months]

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

**CTSA Operating Budget: New Nonprofit Corporation**

<b>COST CATEGORY</b>	<b>Cost Estimate</b>	<b>Notes</b>
<b>Staff</b>		
Executive Director	\$140,000	Salary, taxes, benefits
Administrative Assistant	\$49,000	Salary, taxes, benefits
<b>Direct Expenses</b>		
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	
<b>Functional Programs</b>		
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
<b>Reserve</b>		
<b>TOTAL OPERATING EXPENSES</b>	<b>\$324,600</b>	
<b>FUNDING SOURCES (potential)</b>		
MTC Grant	\$205,000	
Other	\$120,000	
<b>TOTAL FUNDING SOURCES</b>	<b>\$325,000</b>	

## Chapter 3: FUNCTIONS

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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

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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

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### 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.

**Agenda Item 7**



# TRANSPLAN COMMITTEE

## EAST COUNTY TRANSPORTATION PLANNING

Antioch • Brentwood • Oakley • Pittsburg • Contra Costa County  
30 Muir Road, Martinez, CA 94553

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November 15, 2013

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

Dear Mr. Iwasaki:

This correspondence reports on the actions and discussions during the Special TRANSPLAN Committee meeting on November 14, 2013.

**RECEIVE presentation on Countywide Transportation Plan (CTP) Vision, Goals, and Current Issues for the 2014 CTP Update.** CCTA staff presented an update on the discussion paper for refining the 2014 CTP Vision and Goals. Comments on the discussion paper are to be submitted to CCTA by no later than November 29, 2013.

**RECEIVE update on Draft East County Action Plan for Routes of Regional Significance and AUTHORIZE the release of the Draft Action Plan for review and comment.** CCTA staff and their consultant, Fehr & Peers, presented an update on the 2013 Draft East County Action Plan for Routes of Regional Significance. The Committee authorized the release of the Draft action plan for review and comment.

The next regularly scheduled TRANSPLAN Committee meeting will be on Thursday, December 12, 2013 at 6:30 p.m. at the Tri Delta Transit offices in Antioch.

Sincerely,



Jamar Stamps  
TRANSPLAN Staff

c: TRANSPLAN Committee	D. Rosenbohm, CCTA
A. Dillard, SWAT/TVTC	J. Townsend, EBRPD
B. Neustadter, TRANSPAC	D. Dennis, ECCRFFA
J. Bradshaw, WCCTAC	

# TRANSPLAN COMMITTEE

## EAST COUNTY TRANSPORTATION PLANNING

Antioch • Brentwood • Oakley • Pittsburg • Contra Costa County  
30 Muir Road, Martinez, CA 94553

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January 21, 2014

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

Dear Mr. Iwasaki:

This correspondence reports on the actions and discussions during the Special TRANSPLAN Committee meeting on January 16, 2014.

**ELECT TRANSPLAN Chair and Vice-Chair for 2014.** The TRANSPLAN Committee unanimously voted Mayor Sal Evola (Pittsburg) and Mayor Wade Harper (Antioch) as the TRANSPLAN Chair and Vice-Chair, respectively.

**APPOINT TRANSPLAN Representative to the Contra Costa Transportation Authority (CCTA) Board.** The TRANSPLAN Committee unanimously voted to appoint Mayor Robert Taylor (Brentwood) as the TRANSPLAN representative to the CCTA Board for the 2/1/2014 through 1/31/2016 term. Mayor Wade Harper was appointed as the alternate.

**RECEIVE update on Public Forum on Revitalizing Contra Costa County's Northern Waterfront.** TRANSPLAN staff provided an update the Committee on the subject event, held Friday, January 10, 2014 at the Antioch Library/Community Center. The event, hosted by Contra Costa County, was attended by members of the public as well as elected officials from various levels of government. The goal of the Northern Waterfront Initiative is to work with public and private stakeholders to gain a better understanding of the historical and current economic role of the northern waterfront, and strategically plan for it's economic future. TRANSPLAN staff will monitor this project and provide updates to the Committee as they become available.

The next regularly scheduled TRANSPLAN Committee meeting will be on Thursday, February 13, 2014 at 6:30 p.m. at the Tri Delta Transit offices in Antioch.

Sincerely,



Jamar Stamps  
TRANSPLAN Staff

c: TRANSPLAN Committee	D. Rosenbohm, CCTA
A. Dillard, SWAT/TVTC	J. Townsend, EBRPD
B. Neustadter, TRANSPAC	D. Dennis, ECCRFFA
J. Bradshaw, WCCTAC	

# 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

November 20, 2013

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

Re: Status Letter for TRANSPAC Meeting – November 14, 2013

Dear Mr. Iwasaki:

At its meeting on November 14, 2013, TRANSPAC took the following actions that may be of interest to the Transportation Authority:

1. Received reports from Martin Engelmann, CCTA Deputy Director Planning on the Vision, Goals, and Current Issues for the 2014 Countywide Transportation Plan (CTP) when *What is an Action Plan?* and *Discussion Paper: Refining the Vision and Goals for the 2014 Countywide Transportation Plan: Issues and Opportunities* had been presented.
2. Unanimously approved the request of the City of Pleasant Hill for the allocation of \$750,000 Measure J Line 28a funds to complete the financial plan for the Contra Costa Boulevard Improvement Project (Chilpancingo Parkway to Viking Drive), with a future discussion of a protocol for the use of Line 28 funds.
3. Received a report on legal services for Joint Powers Agency (JPA) Formation.
4. Received a report from Lynn Overcashier, 511 Contra Costa.

TRANSPAC hopes that this information is useful to you.

Sincerely,



Barbara Neustadter

TRANSPAC Manager

cc: TRANSPAC Representatives; TRANSPAC TAC and staff  
Dave Hudson, Chair – SWAT  
Kevin Romick – TRANSPLAN  
Martin Engelmann, Hisham Noeimi, Danice Rosenbohm, Brad Beck (CCTA)  
Jerry Bradshaw – WCCTAC  
Janet Abelson – WCCTAC Chair  
Jamar I. Stamps – TRANSPLAN  
Andy Dillard – SWAT  
June Catalano, Diana Vavrek, Diane Bentley – City of Pleasant Hill

# **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

December 16, 2013

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

Re: Status Letter for TRANSPAC Meeting – December 12, 2013

Dear Mr. Iwasaki:

At its meeting on December 12, 2013, TRANSPAC took the following actions that may be of interest to the Transportation Authority:

1. Received report from Hisham Noeimi regarding Funding Proposal for I-680 Southbound Carpool Lane Completion Project and concurred with an amendment to the 2013 Measure J Strategic Plan to program up to \$9.9 million in Measure J funds from Central County's share of the Caldecott Tunnel Fourth Bore project savings and I-680 Corridor Reserve to the project.
2. Received report from Deborah Dagang, CH2MHill, Action Plan Manager, regarding update of the TRANSPAC Action Plan for Routes of Regional Significance, and discussed and amended its goals.
3. Reviewed the Calendar Year 2012 and 2013 Measure J Growth Management Program (GMP) Biennial Compliance Checklist with Martin Engelmann, Deputy Director, Planning; reviewed the changes to the Checklist proposed by Lynn Overcashier, Program Manager, 511 Contra Costa; and supported the inclusion of Ms. Overcashier's recommendations, with referral to the CCTA Board at its meeting on December 18, 2013. TRANSPAC was also presented comments from the Technical Advisory Committee (TAC) on issues and concerns with respect to the Compliance Checklist program, which Mr. Engelmann reported had been addressed.
4. Reappointed Julie Pierce to a two-year term on the CCTA from February 1, 2014 through January 31, 2016, and appointed Loella Haskew as a second alternate. Please note that either Ron Leone or Loella Haskew may serve as an alternate for either or both of TRANSPAC's CCTA representatives as necessary.

5. Unanimously approved the engagement of Best Best & Krieger in support of creation of a TRANSPAC Joint Powers Authority (JPA).
6. Received a report from Lynn Overcashier, 511 Contra Costa.

TRANSPAC hopes that this information is useful to you.

Sincerely,

A handwritten signature in cursive script that reads "Barbara Neustadter".

Barbara Neustadter  
TRANSPAC Manager

cc: TRANSPAC Representatives; TRANSPAC TAC and staff  
Dave Hudson, Chair – SWAT  
Kevin Romick – TRANSPLAN  
Martin Engelmann, Hisham Noeimi, Brad Beck (CCTA)  
Jerry Bradshaw – WCCTAC  
Janet Abelson – WCCTAC Chair  
Jamar I. Stamps – TRANSPLAN  
Andy Dillard – SWAT  
Danice Rosenbohm, CCTA  
June Catalano, Diana Vavrek, Diane Bentley – City of Pleasant Hill



## **Podva Property – Ponderosa Homes Residential Development**

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### **NOTICE OF AVAILABILITY AND PUBLIC REVIEW PERIOD for a *DRAFT* ENVIRONMENTAL IMPACT REPORT**

**Project Title:** Podva Property – Ponderosa Homes Residential Development Draft Environmental Impact Report (Draft EIR)  
(State Clearinghouse No: 2012102028)

**Project Location:** The site is located at the western terminus of Midland Way, in southwest Danville.

**APN:** 208-160-007, 008

**Project Description:** Preliminary Development Plan – Rezoning and Final Development Plan – Major Subdivision request to rezone a 109 +/- acre property from A-2; General Agricultural District to P-1; Planned Unit Development District and to subdivide the site to create 20 single family residential lots. The homes would be constructed on the lowest approximately 10 acres of the site, near the western terminus of Midland Way, and the remainder of the site (99 +/- acres) would be designated as permanent open space.

**Lead Agency:** Town of Danville  
Planning Division  
510 La Gonda Way  
Danville, CA 94526  
(925) 314-3349  
[dcrompton@danville.ca.gov](mailto:dcrompton@danville.ca.gov)

Contact: David Crompton, Principal Planner

**Copies of the EIR:** Copies of the Draft EIR are available at the Town of Danville Town Offices at the above address. In addition, the Draft EIR is available for review at the Danville Public Library (400 Front Street), and on the Town's Web Site at:

[http://www.ci.danville.ca.us/Planning/Development\\_Applications/Podva\\_Property\\_Residential\\_Development/](http://www.ci.danville.ca.us/Planning/Development_Applications/Podva_Property_Residential_Development/)

**Review Period:** November 1, 2013 through December 16, 2013.

The Town of Danville is soliciting comments on the Draft EIR. Responses to comments will be incorporated into the Final EIR. Please submit written comments to the above address on or before December 16, 2013.

**Public Hearing:** A public hearing to solicit public comments on the Draft EIR will be held before the Danville Planning Commission on a date to be determined. An additional notice will be sent to advise of the date, place, and time of the public hearing when the hearing date is determined.





## NOTICE OF INTENT TO ADOPT A MITIGATED NEGATIVE DECLARATION AND NOTICE OF A PUBLIC HEARING ON DECEMBER 17, 2013 TO CONSIDER THE PROPOSED PROJECT APPLICATIONS:

- PROJECT:** Revised Faria Preserve Project (VTM 9342)  
Development Plan Amendment (DPA 12-310-003), Major Subdivision (MJ 12-900-002), Architectural Review (AR 12-200-046) and Initial Study/Mitigated Negative Declaration (IS 12-250-004)  
applications filed on October 4, 2012
- LOCATION:** The project site is located on approximately 286.5-acres east of Bollinger Canyon Rd., north of Deerwood Dr., west of the Crow Canyon Specific Plan area, and south of the city limit lines within the Northwest Specific Plan Area. (APNs: 208-240-005, -007, -008, -052 to -054, 208-240-057, 208-240-058, 208-260-046, and 208-250-011).
- APPLICANT:** Patrick Toohey for Lafferty Communities
- PROPERTY OWNER:** Lafferty Communities
- DESCRIPTION OF PROJECT:** The proposed project includes a 740-unit residential subdivision, a turn-key 12.9-acre park, a 0.7-acre rose garden, a parcel for religious assembly, a parcel for an educational facility, and a community pool. The Project area is approximately 286.5-acres and maintains a ratio of approximately 78% of the total Project area as public amenities/open space to 22% of development area. Additionally, the applicant proposes to dedicate 144-acres of open space land to be preserved as permanent conservation area which would be located adjacent to the Project area.
- ENVIRONMENTAL SETTING:** The City of San Ramon is located in southern Contra Costa County, surrounded by the communities of Danville, Blackhawk and Dublin, as well as the unincorporated lands in both Alameda and Contra Costa Counties. The Faria Preserve project site is currently undeveloped, with sporadic clusters of native trees (oak woodlands) located on the site. A prominent characteristic is the rugged topography, with a variety of slopes forming ridges and valleys.

### DECLARATION

Based on the Initial Study dated December 5, 2013 and identified Mitigation Measures, the Planning Services staff has determined:

- ☒ This project does not have the potential to degrade the quality of the environment, nor to substantially reduce, threaten or eliminate plant, fish or animal communities, or important examples of the major periods of California history or prehistory.
- ☒ This project will not have a detrimental effect upon either short-term or long-term environmental goals.
- ☒ This project will not have impacts which are individually limited, nor cumulatively considerable.
- ☒ This project will not have environmental impacts which will cause substantial adverse effect upon human beings, either directly or indirectly.
- ☒ This project will not adversely impact wildlife resources.

The Initial Study/Mitigated Negative Declaration is available for public review on the City of San Ramon Website at [www.ci.san-ramon.ca.us](http://www.ci.san-ramon.ca.us). Public copies are also available for review at the City of San Ramon Planning Services Division, the San Ramon Senior Center, San Ramon Community Center, Dougherty Station Community Center, San Ramon Library, Dougherty Station Library, and the City Clerk, during regular business hours.

The public is hereby invited to submit written comments regarding the environmental findings and Mitigated Negative Declaration determination during the posting period. Such comments must be submitted prior to the close of the posting period at 5:00 p.m. on January 6, 2014.

**Posting Period:** December 6, 2013 to January 6, 2014

**A public hearing before the City of San Ramon Planning Commission to consider the Project and Mitigated Negative Declaration is scheduled for Tuesday, December 17, 2013 at 7:00 p.m., in the Council Chamber, located at 2222 Camino Ramon, San Ramon, California, 94583.**

Contact Person: Cindy Yee, Associate Planner (925) 973-2560, Email: [cjee@sanramon.ca.gov](mailto:cjee@sanramon.ca.gov)  
City of San Ramon, Planning Services Division, 2401 Crow Canyon Road, San Ramon, CA 94583

<< see reverse for project site map >>