



TECHNICAL ADVISORY COMMITTEE MEETING NOTICE AND AGENDA

DATE & TIME: Thursday, March 13, 2014, 9:00 – 11:00 a.m.

LOCATION: City of San Pablo, Council Chambers
13831 San Pablo Avenue (at Church Lane)

San Pablo, California (*Accessible by AC Transit #72 and #72R*)

- 1. Call to Order and Self-Introductions**
- 2. Public Comment.** The public is welcome to address the TAC on any item that is not listed on the agenda. *Please fill out a speaker card and hand it to staff.*
- 3. Minutes & Sign-In Sheet from February 13 meeting.** (*Attachments – APPROVE*)

AGENDA ITEMS

- 4. Technical Coordinating Committee Nominations.** (*WCCTAC Staff; No attachments; Action: Nominate two WCCTAC representatives for Board approval.*) WCCTAC has three appointments to the Technical Coordinating Committee (TCC). Two of those appointments are vacant. The TAC will send the selected nominees for WCCTAC Board approval at the March 28th Board meeting.
- 5. Paratransit Coordinating Committee- West County Consumer Representative –** (*WCCTAC Staff; Attachment; Action: Information only.*) There are three West County consumer appointments to the Paratransit Coordinating Committee. Currently there is one vacancy on the PCC. We are asking TAC members to circulate the brochures and an application to any ADA eligible paratransit consumer. Meetings are held at CCTA offices on the third Monday of every other month.
- 6. Countywide Bicycle and Pedestrian Committee (CBPAC) West County Representative.** (*WCCTAC Staff; No Attachments; Action: Information only.*) WCCTAC can appoint one staff representative to the CBPAC. The nominations will remain open until the April TAC meeting. At this time, staff is asking members to direct interested citizens to send a brief biography to WCCTAC.

7. **West County Action Plan – Final Review.** (*CCTA Consultant, Julie Morgan; Attachments; Action; Review and forward to the Board*). The Draft Action Plan was released in December for RTPC review and public comment. WCCTAC has not received any comments. The TAC will review any outstanding comments or questions. The Action Plan will be forwarded to WCTCA Board for final approval.
 8. **Safe Routes to School Needs Assessment –** (*CCTA Consultant, Julie Morgan; Attachments; Action: Review and provide comments*). The Planning Committee reviewed and approved the Draft SR2S Needs Assessment for circulation to the RTPCs at their March 5th meeting. Julie Morgan from Fehr and Peers will provide an overview of the document and TAC comments will be incorporated into a Final Draft that will go the WCCTAC Board in the spring.
 9. **Mobility Management Plan.** (*WCCTAC Staff; Attachments; Action: Forward Mobility Management Plan (MMP) comments to the Board*). At the January 15th CCTA Board meeting, the CCTA Board adopted the Mobility Management Plan in concept, while directing CCTA staff to bring the MMP to the RTPCs . The Board is also asking MTC to revise the New Freedom grant to allow funds to be used by CCTA to form a Steering Committee that would explore mobility management concepts further. At the last TAC meeting, this item generated a lot of comment and the need for more time to review the MMP. WCCTAC members are being asked to prepare comments for the WCCTAC Board.
 10. **I-80 Integrated Corridor Management Project.** (*ACTC Staff, Caltrans and consultants; No Attachments; Action: None*). Update on activity and progress of the I-80 ICM project. Get concurrence from cities on existing conditions report.
 11. **TAC & Staff Member Comments and Announcements**
 - a. **TIGER Grant Cycle 6 Call for Interest - attachment**
 - b. **Safe Routes to Transit Awards Cycle V - attachment**
 - c. **ATP Workshop Summary – attachment**
 - d. **PDA Grants – attachment**
 - e. **San Pablo Paratransit flyer – attachment**
 - f. **Transit and Cities: Past, Present and Future Conference - attachment**
 12. **Other Business**
 13. **Upcoming meetings:**
 - a. Board – Friday, March 28, 2104, 7:45 a.m.
 - b. TAC – Thursday, April 10, 2014, 9:00 am
-

- In compliance with the Americans with Disabilities Act of 1990, if you need special assistance to participate in the WCCTAC Board meeting, or if you need a copy of the agenda and/or agenda packet materials in an alternative format, please contact Valerie Jenkins at 510.215.3217 prior to the meeting.
- If you have special transportation requirements and would like to attend the meeting, please call the phone number above at least 48 hours in advance to make arrangements.
- Handouts provided at the meeting are available upon request and may also be viewed at WCCTAC's offices.
- Please refrain from wearing scented products to the meeting, as there may be attendees susceptible to environmental illnesses. Please also put cellular phones on silent mode during the meeting.
- A meeting sign-in sheet will be circulated at the meeting. Sign-in is optional.

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Minutes of February 13, 2014 WCCTAC-TAC Meeting

1. **Self-Introductions:** (see attached sign-in sheet)
2. **Public Comment:** None
3. **Minutes and Sign In Sheets: February 13, 2014**

INFORMATION ITEMS

4. **Introduction of new WCCTAC Staff:**
5. **Announcement of WCCTAC Chair, Vice Chair and CCTA Representative**
6. **Vacancies on PCC and CBPAC – members asked to announce vacancies to interested citizens**
7. **Appointment to TCC – held over until March meeting**
8. **Draft Action Plan circulated to public**

DISCUSSION ITEMS

9. Mobility Management Plan.

Action: This item will be brought to the TAC again at the March 13th meeting for further discussion and comment.

Discussion: The General Manager of County Connection, Rick Ramacier, and Peter Engel of CCTA, presented the recently adopted Mobility Management Plan (MMP) created under a New Freedom grant from MTC. The MMP was presented to the CCTA Board on January 15, 2014 where it was adopted in concept and CCTA staff was asked to bring the MMP to the RTPCs for comment.

Extensive discussion and questions ensued after Rick and Peter's presentation. Concerns focused on the existing M/J allocations and securing them in the future if the MMP is implemented and a CTSA is formed. The next step is to form a Steering Committee. The essence of the concerns and need for more time to digest the MMP led to a decision to bring this item back at the next TAC meeting.

10. **West County High Capacity Transit Options Study:** Due to time constraints, this item was forwarded to the March 13 TAC meeting.

11. TDM.

Action: TAC members were asked to contact Danelle Carey for input and requests for TDM support.

Discussion: Linda Young presented the draft FY 15 budget that will go the Board at the end of March. The Model TDM/TSM Ordinance was also distributed for comment. A TDM Ordinance is required as part of every city's Growth Management Plan.

12. I-80 Integrated Corridor Management Update

Action: None

Discussion: John Hemiup of ACTC and Derrick Hines of Caltrans gave updates on project phases and efforts on the implementation of the ICM equipment along the I-80 corridor. John Hemiup will be leaving the I-80 ICM team to take a new position at Caltrans. Raj Murthy will replace John Hemiup who is leaving ACTC and moving to a non I-80 ICM position at Caltrans.

13. Other Business – none

14. Upcoming Meetings

Next TAC meeting is scheduled for March 13, 2014

WCCTAC Technical Advisory Committee Meeting: February 13, 2014

NAME	INITIALS	AGENCY	EMAIL	PHONE
Amin AbuAmara		CCTA	aabuamara@ccta.net	925.256.4740
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Aleida Andrino-Chavez		Albany	achavez@albanyca.org	510.528.5759
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Derck Pinos	DP	Delcan	d.pinos@delcan.com	

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TECHNICAL COORDINATING COMMITTEE CHARTER

June 19, 1991

MISSION OF THE COMMITTEE

The Technical Coordinating Committee (TCC) provides advice on technical matters that may come before the Authority. The Committee members also act as the primary technical liaison between the Authority and the Regional Committees.

RESPONSIBILITIES OF THE COMMITTEE

The TCC provides advice on the following issues:

- review and comment on project design, scope and schedules
- development of priority transportation improvement lists for submittal to the Metropolitan Transportation Commission (MTC)
- review and comment on the Strategic Plan
- review and comment on the Congestion Management Program
- review of the regional Action Plans and the proposed merging of the Action Plans to form the Countywide Transportation Plan
- review and comment on the Growth Management Plan Implementation documents

COMMITTEE MEMBERSHIP

The Committee shall be composed of twenty four (24) technical staff members as follows:

1. Each Regional Committee to appoint three members representing the planning, engineering and transportation disciplines. (twelve members)
2. The Board of Supervisors to appoint three members representing the planning and engineering disciplines. (three members)
3. Each transit operator to appoint one representative: Bart, CCCTA, AC Transit, Tri Delta and WestCat. (five members)
4. The City County Engineering Advisory Committee shall appoint one member.
5. Caltrans, MTC, and the Bay Area Air Quality Management District (BAAQMD) each to have one ex-officio non voting member. (three members)

Appointments to the Committee shall be for a renewable two year term. The first term shall expire March 31 1993.

Notwithstanding the above formal membership roster, all interested technical staff will be welcome to attend and participate in the committee deliberations.

TECHNICAL COORDINATING COMMITTEE CHARTER

page 2

June 19, 1991

COMMITTEE ORGANIZATION

With the exception of the ex-officio members, each Committee member shall have one vote, although the preferred method of conducting business shall be by consensus. The Committee shall elect a chair and vice chair to serve a one year term. The initial term shall expire March 31, 1992.

The Committee may form sub-committees to deal with major programmatic issues. Full committee meetings shall be once per month, or as needed; with committee and sub committee meetings scheduled as necessary.



2999 Oak Road, Suite 100, Walnut Creek, California 94597 (925) 256-4700 Fax (925) 256-4701

New Member Application Process

This process is specific to prospective PCC members that will represent paratransit users on the PCC.

- The prospective member must reside in western, central or eastern Contra Costa County and ride paratransit service.
- Each of the three sub-regions of the county will have three paratransit user representatives on the PCC. Each sub-region must also be represented by a senior and a disabled paratransit user. In order to meet this requirement, CCTA may request that an applicant fulfill an alternate position or deny the applicant altogether, depending on available openings.
- In order for a prospective new member to better acquaint them self with the Paratransit Coordinating Council, he or she must attend a minimum of one PCC meeting prior to appointment to the Council. This process will help the applicant to become familiar with the members and actions that the PCC considers and will hopefully help the applicant decide if being on the Council is a good fit and something he or she would like to do.
- Prior to attending their first meeting visit, the prospective applicant shall complete and submit the attached application a minimum of two weeks before the scheduled meeting.
- After the meeting visit, the PCC membership subcommittee will meet with the applicant to discuss the Council and what it does with regard to paratransit issues in Contra Costa County as well as answer any questions the prospective member may have.
- At the next regular meeting of the PCC after the subcommittee interview, the applicant will be considered by the full PCC. Once confirmed onto the PCC the new member will be able to vote on any issues before the PCC.
- PCC meetings are held at the Contra Costa Transportation Authority at 2999 Oak Road, Suite 110 (Board Room), Walnut Creek, CA, 94597 (*directly across the street from the Pleasant Hill BART station*).

- PCC meetings are the 3rd Monday every other month at 2:00 pm. A schedule of meeting dates is attached for your convenience. Meetings generally last between 1½ and 2 hours.
- CCTA staff can arrange a paratransit trip to and from the meetings at your request.
- PCC members are eligible for reimbursement of travel expenses (mileage or transit fares), contingent upon successful completion of public agency ethics training as required by AB 1234. The training will be provided by CCTA at no cost to you, and must occur during the first year following appointment and every two years thereafter.
- If you have any questions, please call Peter Engel at (925) 256-4741.

APPLICATION FOR PCC MEMBERSHIP

Name:				
Address:				
Phone Number:				
E-mail Address:				
Where do you reside? Please check one box below				
West County	<input type="checkbox"/>	Central County	<input type="checkbox"/>	East County
Each Area must be represented by at least one senior and one disabled person. Which category do you represent? If you are both check both boxes.				
Senior (65+)	<input type="checkbox"/>	Disabled Person	<input type="checkbox"/>	
Please briefly state why you are interested in serving on the Contra Costa PCC. Please include a summary of your personal experience with paratransit service and/or your involvement in paratransit issues.				

While it is not a requirement that you have experience serving on public agency committees or commissions, we are interested to know if you have had such previous experience. If you have had any such experience, please describe it below.

List any specific interest, involvement, or expertise you have related to special transportation or paratransit issues.

Which paratransit services do you utilize? Check all that apply			
WestCAT Dial-A-Ride	<input type="checkbox"/>	City of San Pablo	<input type="checkbox"/>
City of El Cerrito - Easy Ride	<input type="checkbox"/>	County Connection Link	<input type="checkbox"/>
City of Richmond Paratransit	<input type="checkbox"/>	Tri Delta Transit	<input type="checkbox"/>
AC Transit/BART (East Bay Paratransit Consortium)			<input type="checkbox"/>
Other:			<input type="checkbox"/>
Certification: I certify that the above information is true and complete to the best of my knowledge.			
Signature		Date	
Please email or mail the completed application to:		Contra Costa Transportation Authority Attn: Irene Ortega iortega@ccta.net 2999 Oak Road, Suite 100 Walnut Creek, CA 94597	

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CONTRA COSTA
transportation
authority

COMMISSIONERS January 21, 2014

Janet Abelson, Chair

Kevin Romick,
Vice Chair

Newell Arnerich

Tom Butt

David Durant

Federal Glover

Dave Hudson

Mike Metcalf

Karen Mätschhoff

Jule Pierce

Robert Taylor

Randell H. Iwasaki,
Executive Director

Hon. Janet Abelson
Chair of WCCTAC
7 Pomona Avenue
El Cerrito, CA 94530

Subject: Appointment to Countywide Bicycle and Pedestrian Advisory Committee

Dear Chair Abelson:

The Contra Costa Transportation Authority first established the Countywide Bicycle and Pedestrian Plan Advisory Committee (CBPAC) to help oversee the preparation of its first Countywide Bicycle and Pedestrian Plan (CBPP), which was adopted in December 2003. Since that time the CBPAC has helped review and recommend applications for funding bicycle and pedestrian projects, review complete streets checklist required by MTC, and oversaw the development of the 2009 update to the CBPP. The Authority expects the CBPAC to continue its role in implementing the Authority's bicycle and pedestrian policies and advising it on funding decisions, including making recommendations on funding through the Measure J Pedestrian, Bicycle and Trail Facilities program, and on issues affecting walking and bicycling in Contra Costa and the region.

The advisory committee is composed of representatives from the following agencies and organizations:

- One citizen and one staff person plus one alternate appointed by each of the four Regional Transportation Planning Committees
- One staff person plus one alternate appointed by the County of Contra Costa
- One representative plus one alternate appointed by the East Bay Regional Park District
- One citizen representative plus one alternate appointed by the East Bay Bicycle Coalition
- Two citizen representatives appointed by the Authority, one familiar bicycling and walking issues affecting youths and one familiar with bicycling and walking issues affecting seniors and people with disabilities

2899 Oak Road
Ste. 100
Walnut Creek
CA 94597
PHONE:
925.258.4700
FAX: 925.258.4701
www.ccta.net

We are now writing to ask that your organization reaffirm its current appointments to the advisory committee or appoint a new member or members.

The attached CBPAC by-laws outline the role of the committee and the responsibilities of its members. Members are appointed for two year terms. There is no limit on the number of consecutive terms that a member may serve.

CBPAC meetings are generally scheduled for 11:00 a.m. on the fourth Monday of every other month beginning in January. Meetings, however, may be added or cancelled depending on need. Because the committee is made up of both citizens and public agency staff, members will need to have a certain amount of flexibility in meeting times. While the committee has recently met most frequently at lunch, it has also met in the late afternoon and early evening.

If you have any further questions, please call Brad Beck, Senior Transportation Planner, at (925) 256-4726.

Sincerely,

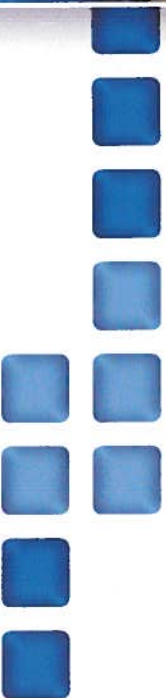
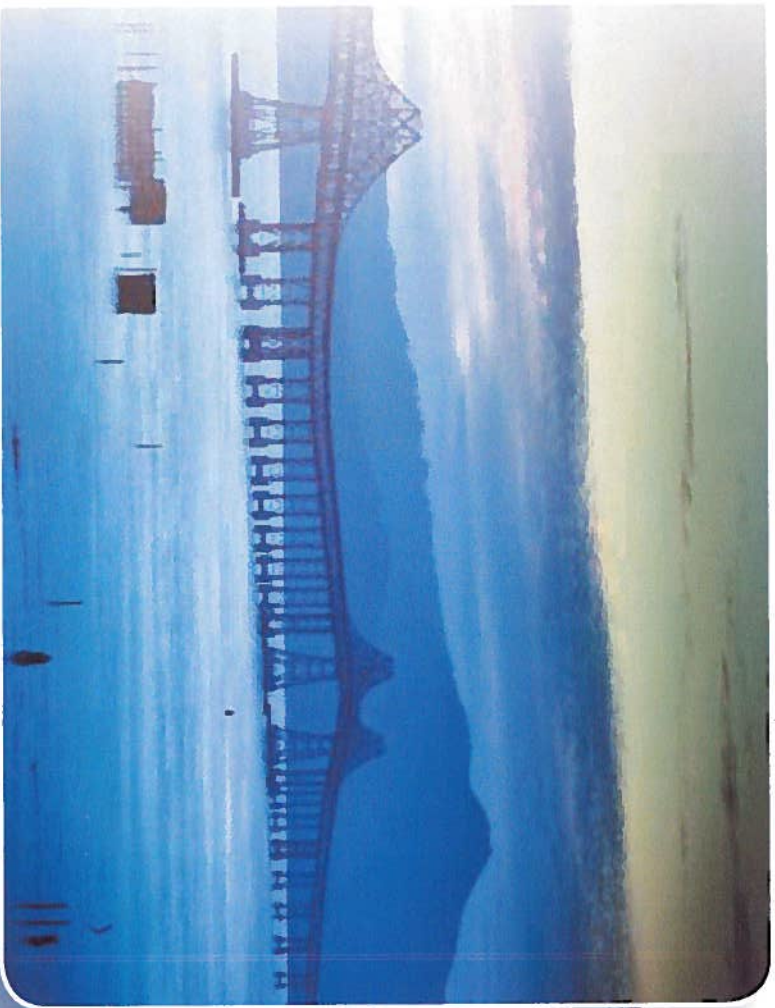

Randell H. Iwasaki
Executive Director

Attachment: CBPAC Bylaws Adopted, 10/19/2011

cc: Jerry Bradshaw, WCCTAC

File: 01.07.03

Draft
**West County Action Plan for
Routes of Regional Significance**



Prepared for:



and



January 2014

TABLE OF CONTENTS

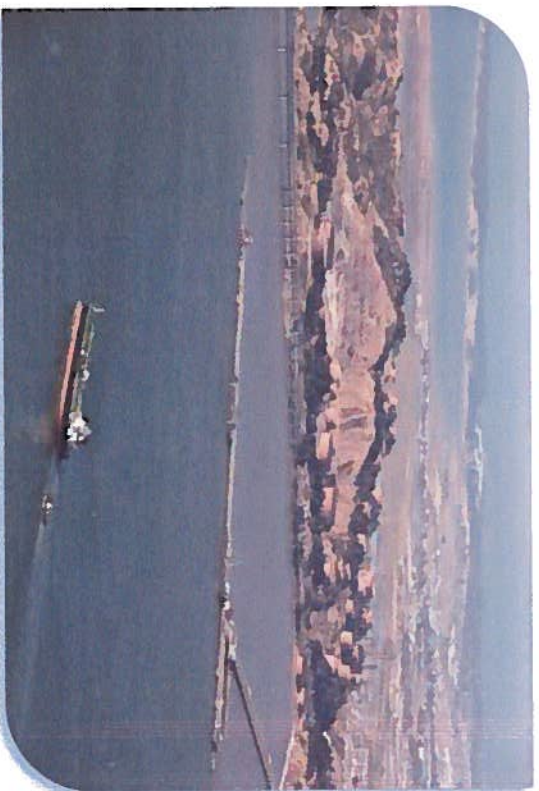
1 Introduction	1
1.1 The Measure J Transportation and Growth Management Program.....	1
1.2 The Action Plan Purpose.....	2
1.3 Definition of Terms.....	3
2 Routes of Regional Significance	5
2.1 Designating Routes of Regional Significance.....	5
2.2 List of Routes of Regional Significance.....	6
3 Current Growth Trends and Travel Patterns	9
3.1 Demographic Forecasts.....	9
3.2 Traffic Forecasts.....	11
4 Action Plan Goals and Objectives	13
4.1 Action Plan Goals.....	13
4.2 Multi-modal Transportation Service Objectives.....	15
5 Proposed Regional Actions	19
6 Procedures for Notification, Review and Monitoring	27
6.1 Circulation of Environmental Documents.....	27
6.2 Review of General Plan Amendments.....	28
6.3 Schedule for Action Plan Review.....	29
6.4 Implications for Compliance with the Measure J Growth Management Program (GMP).....	29

APPENDICES

Appendix A: Index to Actions by Route

Appendix B: MTSO Values

1 Introduction



1.1 The Measure J Transportation and Growth Management Program

In November 2004, Contra Costa voters renewed the original Measure C Transportation Improvement and Growth Management Program, a ½-percent sales tax to fund transportation projects and programs, with a new ballot measure called Measure J. Measure J, which started in April 2009, will generate approximately \$2 billion (in 2008 dollars) over a 25-year period.

Measure J continues Contra Costa's innovative Growth Management Program (GMP). To receive its share of local street maintenance and improvement funds and to become eligible for Transportation for Livable Communities (TLC) funds, a local jurisdiction must be found to be in compliance with the GMP, which requires each jurisdiction to

- Adopt a Growth Management Element
- Adopt a local and regional Development Mitigation Program
- Participate In an Ongoing Cooperative, Multi-Jurisdictional Planning Process
- Address Housing Options
- Develop a Five-Year Capital Improvement Program
- Adopt a Transportation Systems Management (TSM) Ordinance or Resolution
- Adopt a Voter-Approved Urban Limit Line

Among these elements, preparing action plans for routes of regional significance is included under the requirement to "Participate in an Ongoing Cooperative, Multi-Jurisdictional Planning Process". The specific requirements of this element as defined in Measure J are as follows:

Each jurisdiction shall participate in an ongoing process with other jurisdictions and agencies, the Regional Transportation Planning Committees and the Authority to create a balanced, safe and efficient transportation system and to manage the impacts of



El Cerrito | Heredias | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond | Elgin
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tara Hills

growth. Jurisdictions shall work with the Regional Transportation Planning Committees to:

1. Identify Routes of Regional Significance, and establish Multimodal Transportation Service Objectives for those routes and actions for achieving those objectives.
2. Apply the Authority's travel demand model and technical procedures to the analysis of General Plan Amendments (GPAs) and developments exceeding specified thresholds for their effect on the regional transportation system, including on Action Plan objectives.
3. Create a development mitigation program.
4. Help develop other plans, programs and studies to address other transportation and growth management issues.

In consultation with the Regional Transportation Planning Committees, each jurisdiction shall use the travel demand model to evaluate changes to local General Plans and the impacts of major development projects for their effects on the local and regional transportation system and the ability to achieve the Multimodal Transportation Service Objectives established in the Action Plans.

Jurisdictions shall also participate in the Authority's ongoing countywide comprehensive transportation

planning process. As part of this process, the Authority shall support countywide and sub-regional planning efforts, including the Action Plans for Routes of Regional Significance, and shall maintain a travel demand model. Jurisdictions shall help maintain the Authority's travel demand modeling system by providing information on proposed improvements to the transportation system and planned and approved development within the jurisdiction.¹

The Contra Costa Transportation Authority ("the Authority") is responsible for evaluating whether each jurisdiction is fully complying with the GMP. With Measure J, the jurisdiction's eligibility to receive Transportation for Livable Community funding may also be withheld for non-compliance with the GMP.²

1.2 The Action Plan Purpose

The purpose of the Action Plans is for each Regional Transportation Planning Committee (RTPC) to work cooperatively to establish overall goals, set performance measures (called Multi-modal Transportation Service Objectives, or MTSOs) for designated Routes of Regional

¹ Measure J: Contra Costa's Transportation Sales Tax Expenditure Plan, Contra Costa Transportation Authority, July 21, 2004, pp. 24 & 25.
² The Contra Costa TLC Program funds transportation enhancement projects in urban, suburban and rural communities to support a balanced transportation system, create affordable housing, and make Contra Costa's communities more pedestrian, bicycle, and transit friendly.

Significance, and outline a set of projects, programs, measures, and actions that will support achievement of the MTSOs.

Action Plans are required to be prepared by the RTPC for each subarea of Contra Costa County (West, Central, East, Lamorinda, and the Tri-Valley). The Authority is responsible for funding this effort, and for coordinating and knitting together the Action Plans from each RTPC into the Countywide Comprehensive Transportation Plan (CTP).

The West County Action Plan contains the following components:

Routes of Regional Significance (Chapter 2) identifies the Routes of Regional Significance within West County.

Current Commuting Patterns and Overall Growth Trends (Chapter 3) looks at long-range land use changes and anticipated traffic growth.

Action Plan Goals and Objectives (Chapter 4) describes the overall goals of the plan, and identifies the MTSOs that are applied to each Regional Route.

Proposed Regional Actions (Chapter 5) identifies specific actions, programs and measures, and assigns responsibility for their implementation.

Procedures for Notification, Review, and Monitoring (Chapter 6) includes project notification procedures and the process for general plan review.



1.3 Definition of Terms

The following terms, which are used repeatedly in this document, are defined below:

Policies. The policies of an Action Plan help guide its overall direction. Decisions regarding investments, program development, and development approvals are based on these policies.

Goals. A goal is a statement that describes in general terms a condition or quality of service desired that is in line with the policies. For example, a common goal from past Action Plans was to "provide and encourage the use of alternatives



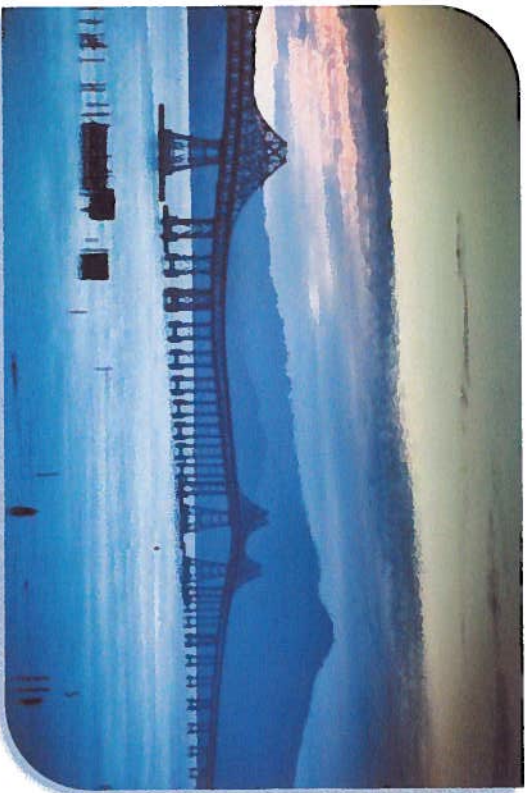
El Cerrito | Hercules | Pinole | Richmond | San Pablo
Bayview-Montalvin | Crockett | East Richmond Heights
El Sobrante | Hasford Heights | Kensington | North Richmond
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to the single-occupant auto." This goal would be in line with a policy that calls for "an efficient transportation system."

Multi-Modal Transportation Service Objectives. MTSOs are specific, quantifiable objectives that describe a desired level of performance for a component of the transportation system.

Actions. Actions are the specific programs, projects, measures, or steps that are recommended for implementation to meet the MTSOs set forth in the Action Plan. The responsibility of carrying out the actions falls to the individual local jurisdiction, or to the Regional Committee as a whole. Actions may involve implementing specific projects at the local level, or they may call for the RTPC to support major projects that have a regional impact. Implementation of adopted actions is a required condition of compliance with the Measure J GMP.

Routes of Regional Significance. Routes of Regional Significance are roadways that connect two or more subareas of Contra Costa, cross County boundaries, carry significant through traffic, and/or provide access to a regional highway or transit facility. The Authority may designate a Regional Route that meets one or more of these criteria.



2 Routes of Regional Significance

The Action Plan designates a system of Routes of Regional Significance, as defined in this chapter.

2.1 Designating Routes of Regional Significance

One of the key elements of the Action Plan is the designation of the Routes of Regional Significance. The RTPCs have the authority to propose designation of Routes of Regional Significance in their regions. In considering what routes to designate, the Measure J GMP guidelines recommend four questions that are outlined below. These are not absolute rules (i.e., a transportation facility that answers yes to one or

more of these questions is not required to be designated as a Route of Regional Significance), but are meant to guide the RTPC in identifying the routes that are very important transportation corridors in their region.

1. Does the road connect two or more “regions” of the County?
2. Does the road cross County boundaries?
3. Does the road carry a significant amount of through-traffic?
4. Does the road provide access to a regional highway or transit facility (e.g. a BART station or freeway interchange)?

The RTPC may propose, and the Authority may designate, a Regional Route that meets one or more of the above criteria. Alternatively, some routes that meet one or more of the criteria can remain undesignated, provided that a consensus not to designate such routes is reached among affected jurisdictions. Furthermore, routes that enter or leave the RTPC require joint discussions among the affected regional committees to determine if consensus can be reached regarding designation.

In this Action Plan, the WCCTAC Board has chosen to remove the Route of Regional Significance designation from four previously-designated routes, namely: Cutting Boulevard, El Portal Drive, Macdonald Avenue, and Willow Avenue. In its discretion, the Board determined that these routes primarily or exclusively served travel within a single jurisdiction, and that these routes would not receive enough benefit from the inter-jurisdictional planning process required by this Action Plan to justify their inclusion in the Regional Route network.

2.2 List of Routes of Regional Significance

The Routes of Regional Significance are shown in Figure 2-1. A description of each route is as follows:

1. **Appian Way.** From San Pablo Avenue to San Pablo Dam Road.
2. **Carlson Boulevard.** From 23rd Street to San Pablo Avenue.
3. **Central Avenue.** From San Pablo Avenue to I-580.
4. **Cummings Skyway.** From San Pablo Avenue to SR 4.
5. **Interstate 80.** From the Alameda County line to the Solano County line. I-80 is the primary inter-regional commute corridor through West County, and has major regional significance to the Bay Area.
6. **Interstate 580.** From I-80 to the Marin County line. I-580 carries inter-regional traffic between the East Bay and the North Bay.
7. **Richmond Parkway.** From I-80 to I-580 (including Garrard Boulevard portion). Richmond Parkway is an important connector for traffic traveling between I-80 and I-580.
8. **San Pablo Avenue.** From the Alameda County line to I-80/Pomona Street in Crockett. San Pablo Avenue is the most important corridor for inter-city travel in West County; it is the primary transit spine of the region, it travels through all of the West County cities (in many cases, functioning as "Main Street"), and it is the primary reliever route to I-80 during periods of severe freeway congestion.

9. **San Pablo Dam Road.** From San Pablo Avenue to the boundary with the Lamorinda region. San Pablo Dam Road is an important intra-County route, connecting travelers from I-80 in West County to SR 24 in Orinda, and it also serves as the primary commercial corridor for El Sobrante.

10. **State Route 4.** From I-80 to Cummings Skyway. SR 4 carries intra-County traffic between West County, Central County and East County.

11. **23rd Street.** From San Pablo Avenue to I-580.

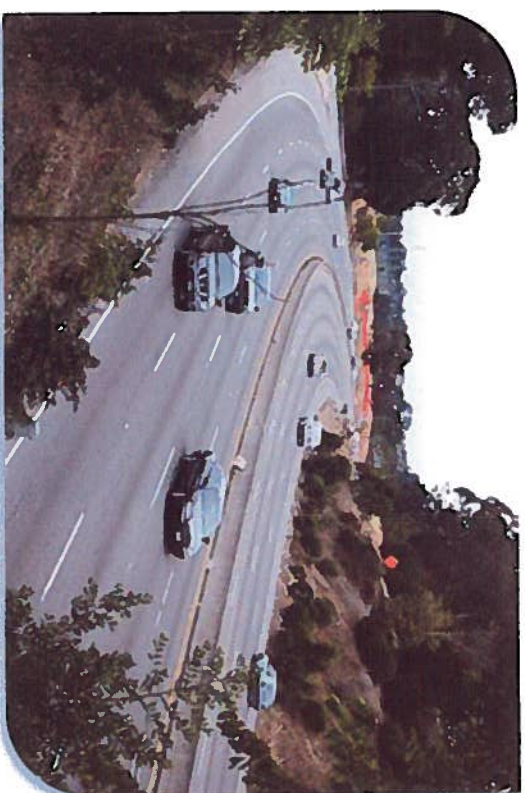
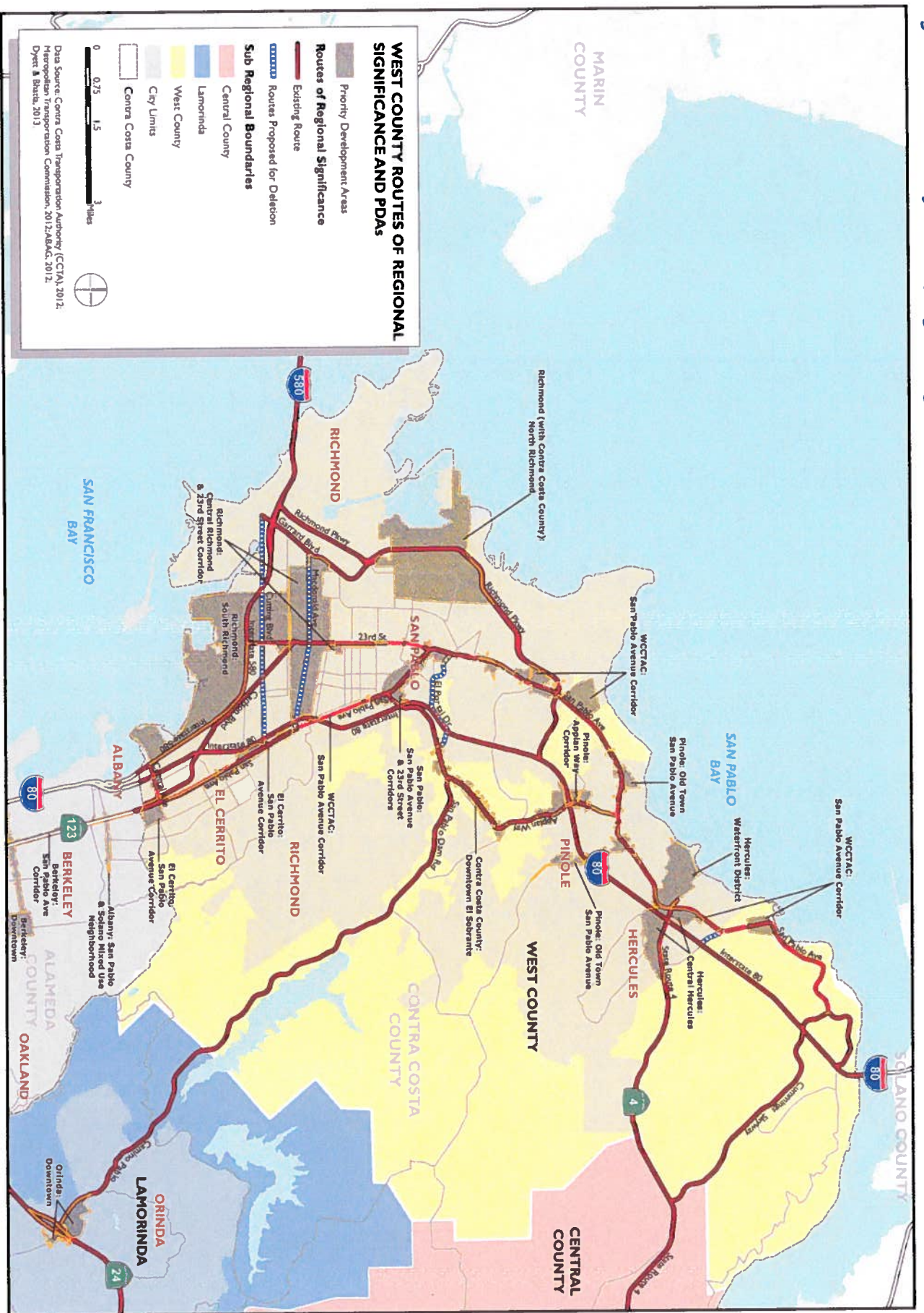


Figure 2-1 West County Routes of Regional Significance





El Cerrito | Hercules | Pinole | Richmond | San Pablo
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El Sobrante | Hasford Heights | Kensington | North Richmond
Port Costa | Rodeo | Rollingwood | Tava Hills

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3 Current Growth Trends and Travel

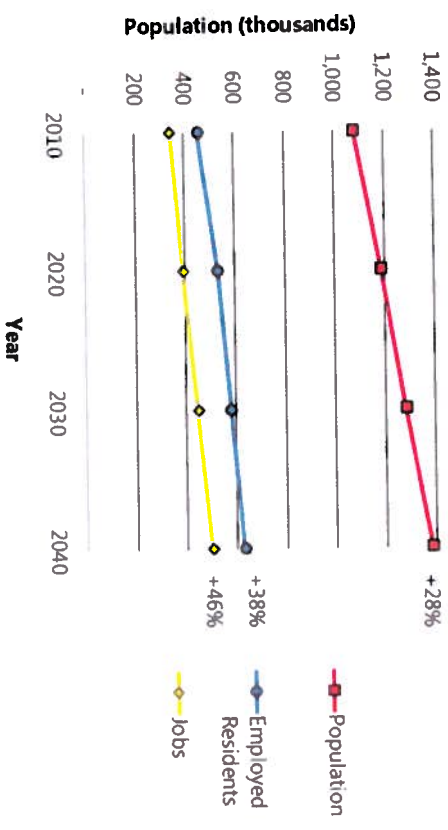
Patterns

Forecasts of future population and employment growth in West County, as well as projections of future travel demand on major West County transportation facilities, are drawn from the most recent available regional travel model maintained by the Authority. The current Authority travel model contains land use projections consistent with those produced by the Association of Bay Area Governments (ABAG) as part of their Projections 2011 dataset, and also contains assumptions about transportation system improvements that are consistent with the financially-constrained Regional Transportation Plan.

3.1 Demographic Forecasts

Countywide forecasts for population, employed residents, and jobs are shown in Figure 3-1. Population and job growth are expected to follow fairly similar patterns, with jobs growing at a faster rate (an average annual rate of 1.3 percent) than population (at an average annual rate of 0.8 percent).

Figure 3-1 Contra Costa County Demographic Forecasts

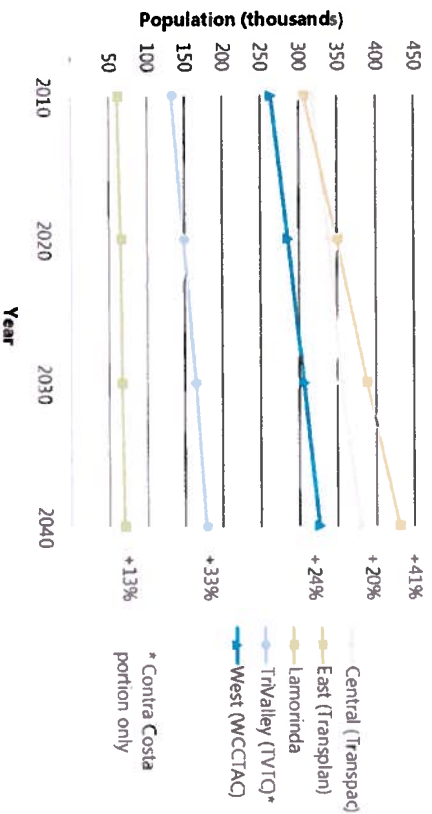




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 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tara Hills

Subregional forecasts for population are shown in Figure 3-2. West County is represented by the blue line. The West County population is projected to grow at a fairly modest rate (24 percent between 2010 and 2040), by 2040, West County is anticipated to be home to about 325,000 people, a lower population than Central or East County, but a much larger population than the Lamorinda area or the Contra Costa portion of the Tri-Valley. It is projected that about 24,000 new dwelling units would be added in West County in order to house the additional population.

Figure 3-2 Subregional Population Growth



Subregional forecasts for jobs are shown in Figure 3-3. Again, West County is represented by the blue line. Countywide, jobs are expected to grow faster than population, and West County is projected to experience

significant job growth of 56 percent between 2010 and 2040, second only to East County in the rate of new jobs added. While West County will add a substantial number of jobs, Central County will continue to have the highest number of jobs of any of the subregions.

Figure 3-3 Subregional Job Growth

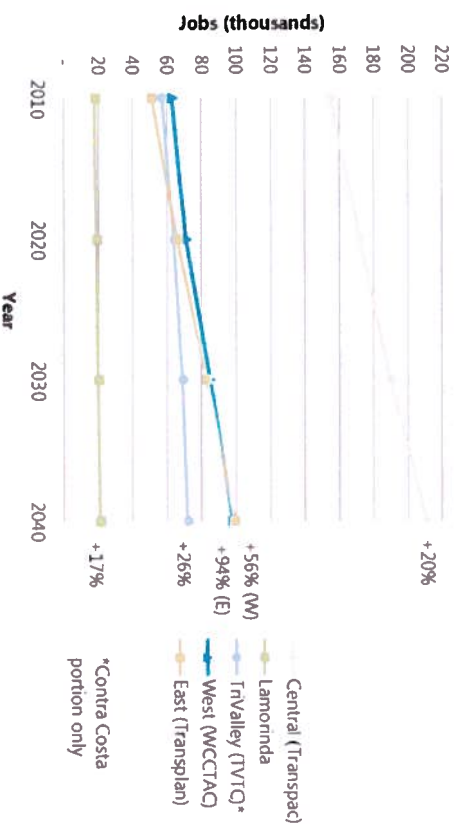
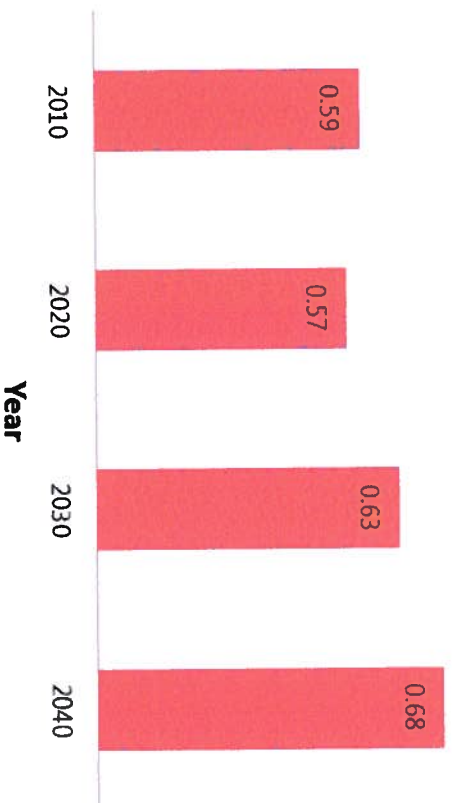


Figure 3-4 presents the ratio of jobs-to-employed residents for West County between 2010 and 2040. A ratio of 1.0 means that the number of jobs in that subregion equals the number of employed residents; this is a measure of the balance between housing and jobs, which affects transportation topics such as commuting patterns and travel time. The

ratio of jobs-to-employed-residents in West County is expected to increase, from 0.59 in 2010 to 0.68 in 2040, indicating that the balance between housing and jobs is expected to improve. However, at a ratio of 0.68, that still means that many West County residents who are employed will be commuting to jobs outside of the subregion.

Figure 3-4 West County Jobs per Employed Resident



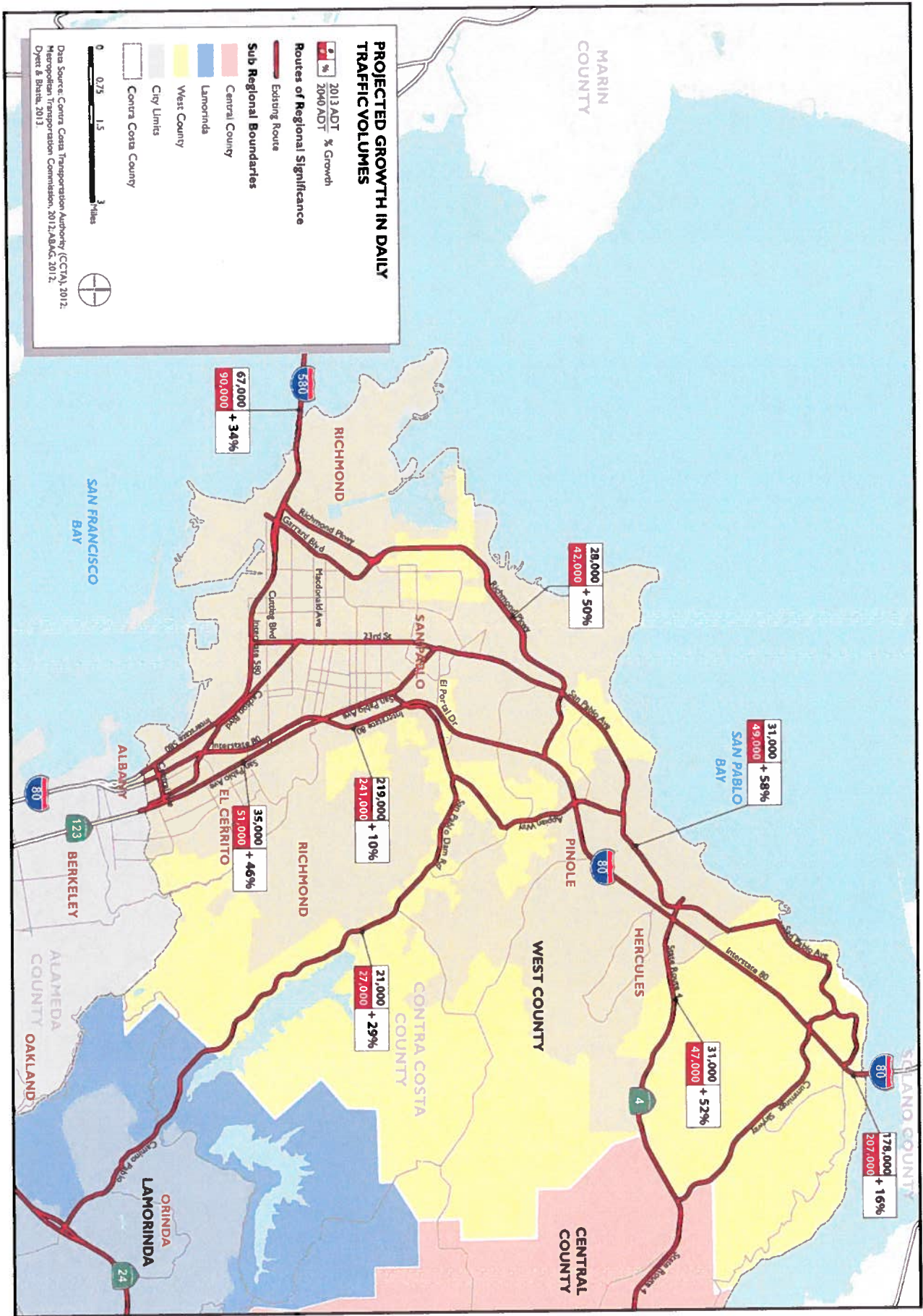
3.2 Traffic Forecasts

The regional travel demand model maintained by the Authority was applied to generate estimates of the future traffic volumes expected on major roadways throughout the County. Figure 3-5 presents a map showing the projected growth in daily traffic volumes on several major facilities in West County. As is shown in this map, traffic volumes

throughout West County are anticipated to increase substantially by the year 2040, as the local population continues to grow. (It should be noted that the model results shown here are intended to give an idea of the order-of-magnitude changes in traffic volumes anticipated across the region; much more detailed and refined studies would be undertaken for any specific project.)



Figure 3-5 Average Daily Traffic on Major Routes in West County





4 Action Plan Goals and Objectives

4.1 Action Plan Goals

This Action Plan contains nine goals for West County.

A. Provide efficient and effective local and regional transit services.

Increasing levels of congestion on major highways and arterials in West County requires continual investment in transit services that can help to address the effects of traffic growth. Enhanced local transit service helps to reduce congestion on arterials and provides critical access to existing regional transit services such as BART and Amtrak. Bus connections to

major BART stations such as Richmond and El Cerrito del Norte will continue to be important areas for improvement. BART services and facilities should also be expanded as needed to serve future demand.

B. Expand high-capacity transit in West County.

The existing high-capacity transit in West County is heavily utilized, but directly serves only some of the local residents and workplaces. Extending high-capacity transit to reach more of the area would increase the number of regional travel options for West County and beyond, thus spreading the travel demand over multiple modes.

C. Increase use of active transportation modes.

Walking and biking provide the dual benefit of environmentally friendly travel that also achieves public health goals for higher levels of physical activity. Combined with transit, walking and biking can replace longer auto trips for additional congestion and environmental benefits. West County is committed to increasing the number of trips taken via active transportation modes.

D. Complete and expand the regional trail system.

Regional trails support the use of active transportation for both recreation and commute purposes. Regional trails can also attract visitors by serving as a destination, potentially stimulating economic activity along the trail, and can help to alleviate congestion during weekends and



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Bayview-Montalvin | Crockett | East Richmond Heights
El Sobrante | Hasford Heights | Kensington | North Richmond
Port Costa | Rodeo | Rollingwood | Tara Hills

other non-commute periods. West County supports efforts to complete planned trail segments and to increase connectivity to existing trails.

E. Implement Complete Streets enhancements identified in local plans.

West County jurisdictions have adopted Complete Streets policies into their General Plans, codifying the importance of accommodating multiple modes on local streets. West County supports this effort and encourages its expansion.

F. Pursue and sponsor transportation demand management programs to reduce single-occupant vehicle travel.

Constraints on highway and roadway capacity require management of vehicle demand for those facilities. Transportation demand management (TDM) programs include a variety of strategies for increasing travel choices, including the emerging use of social media applications; these strategies are often more efficient and environmentally friendly than travel by single-occupant vehicle. Coupled with providing more travel choices, TDM programs also include an education component, thus increasing the likelihood of success. TDM strategies should be included in a package of options for decreasing the number of single-occupant auto trips.

G. Actively manage growth to support regional land use and transportation goals.

West County goals include attracting more employment to invigorate commercial centers and provide more economic opportunities for local residents, and targeting growth around high-capacity transit hubs to encourage development within Priority Development Areas (PDAs) for more efficient use of local and regional transportation resources.

H. Improve the efficiency of highway and arterial operations.

Highways and major arterials in West County will continue to serve as key connections to major economic centers of the Bay Area. Improving connectivity to these facilities will ensure efficient goods movement and discourage heavy truck traffic through residential communities. Operational improvements will smooth and balance traffic flow over all time periods, making optimal use of the existing investments in West County facilities.

I. Maintain existing transportation facilities in adequate condition to provide safe and effective service.

West County jurisdictions and transit operators should seek adequate funds and systems to properly maintain the multimodal transportation system, recognizing that adequate maintenance is an important aspect of increasing the design life of capital investments and improving public safety.

J. Support and improve quality of life in communities impacted by rail transport.

West County hosts several freight rail lines, and many West County neighborhoods experience adverse effects of rail transport, such as noise, air pollution, and safety at track crossings. West County is committed to addressing and reducing these impacts in order to improve the quality of life for all residents.



4.2 Multi-modal Transportation Service Objectives

4.2.1 Definition of Multi-modal Transportation Service Objectives

The CTA's Implementation Guide gives the RTPCs significant flexibility in choosing MTSOs for their Action Plans. As long as the objective is quantifiable, and includes a timeframe for achievement of the objective, it can be proposed for inclusion in the Action Plan. Unless otherwise specified, the MTSOs proposed here are to be achieved either on an on-going basis or concurrent with completion of major projects within the specified corridor.



Selection of the MTSOs outlined below was based in part on whether the objective could be easily measured through observation and forecasted through use of the Countywide Model. The MTSOs generally remain the same as were used in the 2009 West County Action Plan; new in this plan is the definition of special zones around major transit hubs, which are subject to different performance measures than the typical MTSOs (see the section below on "Route-Specific Multi-Modal Transportation Service Objectives" for more details).

Through the adoption of Measure J, the analysis requirements of MTSOs have become more formalized. These measures will be subject to analysis for impacts of various proposed development and transportation projects, in accordance with Measure J.



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tara Hills

Three MTSOs are proposed to be applied in this West County Action Plan
 Update: the MTSOs are defined and described in the table below.

Descriptions of MTSOs				
MTSO Measure	Definition	Example	Sources of Information	Application
Delay Index	A measure of delay experienced by motorists on a roadway segment during a peak hour in a single direction. The Delay Index is calculated by measuring the time it takes to travel a segment of road during congested conditions, and comparing it to the time it takes to travel the same segment during uncongested, free-flow conditions.	It takes 40 minutes to drive from Point A to Point B during rush hour. The same drive takes 20 minutes during uncongested conditions at midday. Delay Index = 40 / 20 = 2.0	Travel speeds on freeways to be monitored through Caltrans Performance Measurement System (PeMS) data, or through travel time runs conducted during congested periods.	All freeways and expressways in West County.
Signalized Intersection LOS	A measure of traffic conditions at a signalized intersection. LOS is expressed in ratings from "A" through "F", with "A" meaning that all traffic clears the intersection on every cycle and "F" meaning that drivers must wait through multiple cycles to clear the intersection.	Based on the number of seconds of delay experienced by drivers passing through the intersection. This metric should be calculated using the methods specified in CTA Technical Procedures.	Intersection turning movement counts are collected every two years by CTA as part of the MTSO monitoring program.	Arterial routes (listed on next page).
HOV Lane Usage	A measure of the efficient utilization of the HOV lane.	Measured by counting the number of vehicles using the HOV lanes at the highest HOV volume section.	HOV volumes to be determined based on HOV lane utilization report published by Caltrans.	Freeways with HOV lanes.

4.2.2 Route-Specific Multi-modal Transportation Service

Objectives

Arterial Routes

Peak hour LOS at signalized intersections along arterial Routes of Regional Significance should be at the level defined below, and calculated based on the method of analysis presented in the Authority's Technical Procedures. Any physical improvement identified as being necessary to achieve this standard shall be evaluated for its effects on all intersection users, including pedestrians, cyclists, and transit users.

The following MTSOs are defined by this Action Plan:

- 23rd Street: LOS D
- Appian Way: LOS D
- Carlson Blvd: LOS D
- Central Avenue: LOS D
- Cummings Skyway: LOS D
- Richmond Parkway: LOS D
- San Pablo Avenue: LOS E
- San Pablo Dam Road: LOS E

Furthermore, within specific Pedestrian-Bicycle-Transit (PBT) zones, the MTSO specified in this document will not be applied; instead, the performance standards defined within the relevant

jurisdiction's General Plan and/or a Specific Plan covering that area will govern. PBT zones shall be within a Priority Development Area, and are typically areas where transit and active transportation modes are given priority over passenger vehicles.

For the purposes of this Action Plan, the "PBT zones" are defined as those locations within a ½-mile radius of the following major transit hubs:

1. El Cerrito Plaza BART Station
2. El Cerrito del Norte BART Station
3. Richmond BART Station

Freeways/Expressways

Travelers in urban and suburban areas have come to accept peak hour congestion, especially along freeways. West County desires to keep point-to-point travel time at a tolerable maximum and ensure that HOV lanes are well-utilized. West County also recognizes that freeway congestion, particularly along I-80, is increasingly occurring during traditionally "off-peak" times, such as during weekend days; in the evaluation of specific projects, local agencies are encouraged to consider applying these freeway MTSOs to whatever time period would be most affected by added project traffic.



El Cerrito | Hercules | Pinole | Richmond | San Pablo
Bayview-Montalvin | Crockett | East Richmond Heights
El Sobrante | Hasford Heights | Kensington | North Richmond
Port Costa | Rodeo | Rollingwood | Tara Hills

The following MTSOs apply to the following facilities within West County:

- 1-580: Delay Index of 2.5 or less
- SR 4: Delay Index of 2.0 or less
- 1-80:
 - Delay Index of 3.0 or less
 - HOV lane usage increased by 10% over 2013 levels

Current and Forecasted MTSO Values

CCTA is responsible for regular monitoring of the MTSOs for all the subregions, as well as for the forecasting of future MTSO values. Appendix B contains the results of that monitoring and forecasting process for West County.



Proposed Regional Actions 5

reference to "Local Jurisdictions" is intended to indicate all of the cities as well as Contra Costa County. Note that Appendix A contains a table that cross-references the Routes of Regional Significance with the proposed actions that apply to each route.



5 Proposed Regional Actions

The following table presents all of the actions proposed for this West County Action Plan. Each action is cross-referenced to the Route(s) of Regional Significance to which it applies (see the key to the Routes at the bottom of each page), as well as to the applicable Action Plan Goal(s). The agencies responsible for taking each action are also identified;



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tava Hills

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
1	Work with local transit providers and regional funding agencies to identify funding for and provide bus-oriented improvements along local routes, and to improve headways and expand bus service along important corridors in West County.	WCCTAC, Local jurisdictions, Transit providers	A, I	1, 2, 3, 7, 8, 9, 11
2	Implement transit-oriented development in the designated Pedestrian-Bicycle-Transit (PBT) zones using design principles that support local bus services and pedestrian/bicycle access.	Local jurisdictions, transit providers	A	8, 11
3	Encourage development of plans, programs and projects that support transit-oriented development within all Priority Development Areas.	Local jurisdictions, BART	G	All
4	Encourage development of new or expanded park-n-ride lots along freeway corridors and at major activity centers.	WCCTAC, Caltrans, Local jurisdictions, Transit providers	A, I	5, 6, 10
5	Partner with the Water Emergency Transportation Authority and MTC to plan and fund ferry service in West County.	WCCTAC, Cities of Richmond and Hercules	A	
6	Participate in studies regarding passenger rail improvements in West County, such as expansion of service on the Capital Corridor or San Joaquin Corridor.	WCCTAC, Local jurisdictions, Capitol Corridor JPA, San Joaquin JPA, BART	A, B, J	
7	Complete the West Contra Costa Transportation Investment Study, including evaluation of transit opportunities, roadway improvements, and other projects.	WCCTAC, Local jurisdictions, Transit providers, MTC	A, B	All

Routes of Regional Significance:

- 1. Appian Way | 2. Carlton Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
- 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
8	Support projects and programs that improve the passenger experience, upgrade systems and expand the capacity of BART stations in West County.	WCCTAC, BART, Cities of El Cerrito and Richmond	A	
9	Continue to update and implement local and regional bicycle and pedestrian plans, and support the preparation of bicycle and pedestrian plans in those communities where they do not currently exist.	WCCTAC, Local jurisdictions, CCTA	C	All
10	Support the WCCTAC TDM program in promoting commute methods and modes that reduce single-occupant vehicle travel at peak times.	WCCTAC, Local jurisdictions, 511 Contra Costa	F	All
11	Participate in the countywide Safe Routes to School needs assessment, and use the results of that effort to identify and seek funding for bicycle and pedestrian improvements in West County school areas.	WCCTAC, Local jurisdictions, Transit providers, CCTA	C	1, 2, 3, 7, 8, 9, 11
12	Support and participate in the efforts of Contra Costa Health Services in providing Safe Routes to School education and encouragement programs in area schools.	WCCTAC, Local jurisdictions	C	1, 2, 3, 7, 8, 9, 11
13	Consider bicycle and pedestrian needs in all neighborhood and roadway planning and design efforts, particularly within Priority Development Areas.	Local jurisdictions, BART	C	All
14	Require new development projects to provide bike racks, lockers and other secure bike parking options at appropriate locations, and seek funding to provide bike parking at key activity centers throughout West County.	Local jurisdictions, WCCTAC	C	All
15	Support and fund programs, such as the Street Smarts Program, to increase the level of public education about bicycle safety and to reduce injuries due to pedestrian or bicycle collisions.	WCCTAC, Local jurisdictions	C	

Routes of Regional Significance:

- 1. Appian Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
- 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Park Hills

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
16	Participate in planning studies for the Bay Trail extension along I-580, from Castro Street to the Richmond-San Rafael Bridge.	WCCTAC, City of Richmond	C, D	6
17	Improve pedestrian and bicycle access through freeway interchange areas.	Local jurisdictions, Caltrans	C	1, 2, 3, 5, 6, 8, 9, 11
18	Conduct a bicycle route feasibility study along Richmond Parkway, and work to improve the Bay Trail crossing at Wildcat Creek and close other trail gaps along the Parkway.	City of Richmond, Contra Costa County	C, D	7
19	Plan and implement enhanced railroad crossings to reduce noise and quality-of-life impacts throughout West County; enhancements may involve implementing quiet zones, grade separations, train-traffic signal preemption systems, or other measures.	WCCTAC, Local jurisdictions, CCTA	H, J	2, 3, 7, 8, 11
20	Complete the reconstruction of the I-80/San Pablo Dam Road interchange.	City of San Pablo, CCTA, Caltrans	E, H	5, 9
21	Support implementation, operations and maintenance of the I-80 Integrated Corridor Mobility project.	WCCTAC, Local jurisdictions, Caltrans	H	1, 3, 4, 5, 7, 8, 9, 10
22	Enhance State Route 4 to a full freeway between I-80 and Cummings Skyway, including adding a connection between westbound I-80 and eastbound SR 4.	WCCTAC, CCTA, Caltrans, City of Hercules	H	4, 10
23	Implement recommendations of the State Route 4 Integrated Corridor Analysis.	WCCTAC, CCTA	H	10

Routes of Regional Significance:
 1. Appian Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
24	Explore options to extend the truck climbing lane on Cummings Skyway, and to implement a Class II bike lane on Cummings Skyway between San Pablo Avenue and Franklin Canyon Road.	Contra Costa County	C, H	4
25	Work with WCCTAC, local jurisdictions and CCTA to seek funding to implement recommendations of the North Richmond Truck Route Study (or other mutually agreed upon implementation measures), to improve connectivity to designated truck routes, discourage non-local heavy truck traffic on local streets, and improve public health and safety in West County communities.	Contra Costa County, Cities of Richmond and San Pablo, CCTA, WCCTAC	H	6, 7
26	Complete the improvements associated with the I-80/Central Avenue interchange.	Cities of El Cerrito and Richmond	H	3, 5
27	Close gaps in the regional trail and bicycle route systems, and develop local bike route links to the Bay Trail and Richmond and Chlone Greenways to facilitate longer-distance bicycle travel through West County and to neighboring regions.	WCCTAC, Local jurisdictions, CCTA	C, D	3, 8
28	Maintain pavement management systems and schedules, and continue to seek additional funding for local roadway maintenance.	Local jurisdictions	I	1, 2, 3, 4, 7, 8, 9, 11
29	Complete a West County goods movement study, focused on ensuring efficient movement of goods while reducing impacts (environmental, health, quality-of-life) on West County residents.	WCCTAC, Local jurisdictions, Caltrans, CCTA, MTC	H, I, J	4, 5, 6, 7, 8, 9, 10
30	Comply with the CCTA Growth Management Program through monitoring of new development proposals and General Plan amendments, and allowing for collaboration and comment from other jurisdictions.	WCCTAC, Local jurisdictions	G	

Routes of Regional Significance:

- 1. Appian Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
- 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tard Hills

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
31	Explore ways to increase revenue to maintain roads, transit facilities, trails, and all associated infrastructure.	WCCTAC, CCA, Local jurisdictions, Transit providers	I	All
32	Investigate and support opportunities for using new technologies to reduce single-occupant vehicle travel and to use existing system capacity more efficiently; examples may include real-time ridesharing programs, online traveler information systems, smart highways, connected vehicles, and other technologies.	WCCTAC, Local jurisdictions, CCA, Transit providers	F	All
33	Support and implement the West County Subregional Transportation Mitigation Program, which generates funds to support specific capital improvements throughout West County.	WCCTAC, Local jurisdictions	A, E, G	All
34	Improve the reliability and efficiency of bus service along San Pablo Avenue.	Local jurisdictions, Transit providers	A	8
35	Implement the recommendations of the Complete Streets plans that affect San Pablo Avenue.	Cities of El Cerrito, Richmond and San Pablo	A, C, E	1, 3, 7, 8, 9
36	Implement the San Pablo Avenue Complete Streets/Bay Trail project between Rodeo and Crockett.	Contra Costa County	A, C, E	8
37	Implement the recommendations of the Appian Way Alternatives Analysis and Complete Streets Study.	Contra Costa County, City of Pinole	A, C, E	1, 8

Routes of Regional Significance:
 1. Appian Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street

ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
38	Implement the recommendations of the Downtown El Sobrante Study.	Contra Costa County	A, C, E	1, 9
39	Complete the implementation of the Hercules Intermodal Station.	City of Hercules, Transit providers	A	5, 8, 10
40	Participate in studies and implement the plans related to the Lawrence Berkeley National Lab Second Campus.	Cities of Richmond and El Cerrito, WCCTAC, Transit providers	A, C, G	2, 6, 11
41	Implement the recommendations of the WCCTAC Transit Enhancements and Wayfinding Study, which identifies specific local access improvements to the West County BART stations and intermodal transfer centers.	Local jurisdictions, Transit providers	A, C, E	2, 3, 7, 8, 11
42	Support completion of the Wildcat Creek Trail, including the Bay Trail to Ridge Trail connector.	Cities of Richmond and San Pablo, Contra Costa County	C, D	
43	Implement the recommended actions in the I-80 Corridor System Management Plan (CSMP).	WCCTAC, Local jurisdictions, Caltrans, CCTA	H	5
44	Implement the recommendations of the specific plans along 23 rd Street.	Cities of Richmond and San Pablo	A, C, E	11

Routes of Regional Significance:

1. Appian Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street



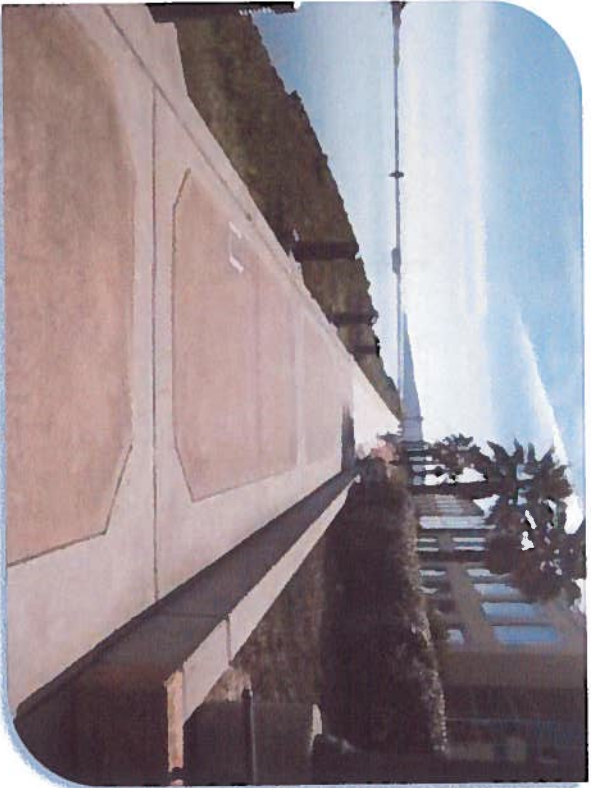
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ACTIONS FOR WEST COUNTY ROUTES OF REGIONAL SIGNIFICANCE

Action #	Action	Responsible Agency	Applicable Goals	Affected Routes
45	Continue to evaluate long-term solutions to congestion around the El Cerrito del Norte BART station, with particular attention to methods that could improve local and regional transit and auto access to the station, along with improving multimodal access and circulation for transit-oriented development and businesses in the area.	City of El Cerrito, Transit providers, WCCTAC	A, C, H	8
46	Participate in a study of high-occupancy transit options in the I-80 corridor in West County.	WCCTAC, Local jurisdictions, CTA, Transit providers	B	5

Routes of Regional Significance:

- 1. Applan Way | 2. Carlson Boulevard | 3. Central Avenue | 4. Cummings Skyway | 5. Interstate 80 | 6. Interstate 580
- 7. Richmond Parkway | 8. San Pablo Avenue | 9. San Pablo Dam Road | 10. State Route 4 | 11. 23rd Street



6 Procedures for Notification, Review and Monitoring

Action Plans are required to include a set of procedures to share environmental documents, review general plan amendments, and monitor progress in attaining the traffic service objectives. The procedures for notification, monitoring, and review are described below.

6.1 Circulation of Environmental Documents

The Action Plan is required to have a set of procedures to share environmental documents. This notification is to occur through the CEQA analysis process, at the following two junctures: first, upon issuance of a Notice of Preparation (NOP), and second, at the stage of Notice of Completion (NOC) of the draft EIR.

The Action Plan is to set the threshold level at which transportation impact studies and/or EIRs are to be circulated to neighboring jurisdictions. Any project that generates at least 100 net new peak hour vehicle trips triggers the requirement for preparation of a transportation impact study and notification of neighboring jurisdictions. Following are examples of projects that could generate in excess of 100 net peak hour vehicle trips:

- A single-family residential development of more than 100 units
- A condominium development of more than 180 units
- A retail center of at least 14,000 square feet
- A general office building of at least 44,000 square feet

6.1.1 Procedure for Circulation and Review of Environmental Documentation

The following procedures are to be followed by the jurisdictions of WCCTAC regarding circulation of environmental documentation:



1. For any proposed project or general plan amendment that generates more than 100 net new vehicle trips during the peak hour for which an environmental document (Negative Declaration, or Environmental Impact Report or Statement) is being prepared, the Lead Agency shall issue a notice of intent to issue a Negative Declaration or a Notice of Preparation for an EIR to all Regional Transportation Planning Committee chairs or designated staff person, and to each member jurisdiction of WCCTAC.
2. WCCTAC shall notify its member jurisdictions of receipt of such notices from jurisdictions in other areas.
3. WCCTAC shall review development projects for compliance with the program for evaluating new development proposals outlined in Action 30 in Chapter 5.

6.2 Review of General Plan Amendments

This Action Plan was developed using land use forecasts that generally reflect future land development allowed within the framework of the adopted General Plans for jurisdictions within West County. General plan amendments enacted after adoption of the Action Plan could therefore adversely affect ability to meet the Action Plan goals, policies and objectives.

The *CCTA Implementation Guide* requires that each Action Plan contain a process for notification and review of the impact of proposed general

plan amendments that exceed a specified threshold size. Accordingly, the process outlined below has been adopted by WCCTAC.

6.2.1 Procedure for Review of General Plan Amendments

In addition to the project review procedures described above, the following procedures are to be followed for general plan amendments that generate more than 100 net new peak hour vehicle trips:

1. Through its participation in WCCTAC, the jurisdiction shall notify WCCTAC and the WCCTAC jurisdictions of the proposed GPA in accordance with the above notification and circulation requirements for environmental documents.
2. Upon request by WCCTAC, the jurisdiction considering the amendment shall confer with WCCTAC to discuss the impacts of the proposed GPA on the adopted Action Plan. During this discussion:
 - o The lead agency proposing the GPA should demonstrate that the amendment will not adversely affect the WCCTAC jurisdiction's ability to implement the adopted Action Plan policies, or the ability to meet Action Plan MTSOs through quantitative or qualitative evaluation of the applicable MTSOs.
 - o Alternatively, the lead agency proposing the GPA can propose modifications to either the West County Action Plan or its proposed GPA, or both, for consideration by WCCTAC.

The lead agency and WCCTAC will participate in these discussions with the intent of arriving at a consensus that the proposed GPA will not adversely affect the Action Plan policies or MTSOs, either through mitigations proposed by the lead agency, or modifications to the Action Plan agreed to by WCCTAC, or a combination of the two. If neither of these can be done, approval of the general plan amendment by the lead jurisdiction may lead to compliance issues with the CCTA growth management program.

6.3 Schedule for Action Plan Review

The Action Plans should be periodically reviewed for effectiveness, and updated if there are significant changes in local or regional conditions. See Chapter 3 of the CCTA *Growth Management Program Implementation Guide* for guidance on the development and updates of Action Plans.

In general, the Action Plan review process involves:

- Regular monitoring of traffic conditions on regional routes and reporting to WCCTAC on MTSO performance.
- If any of the MTSOs have not been met, WCCTAC may consider preparing a focused revision to the Action Plan.
- A complete review of the Action Plan should be made on a four- to five-year cycle.
- Individual corridors may be reviewed as deemed appropriate by WCCTAC.

6.4 Implications for Compliance with the Measure J

Growth Management Program (GMP)

The CCTA *Implementation Guide* describes the GMP conditions for compliance that relate specifically to Routes of Regional Significance and the Action Plans as listed below:

1. Participating in the preparation and adoption of Action Plans.
2. Implementation of actions to attain MTSOs.
3. Placing conditions on project approvals consistent with the Growth Management Strategy.
4. Circulation of environmental documents as specified in the Action Plan and consistent with Authority policy.
5. Participation in the General Plan Amendment review procedure.

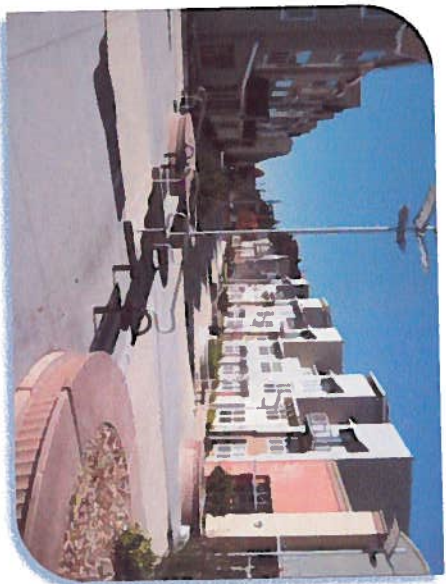
If, however, through CCTA's monitoring program it is determined that the MTSOs are not being met, then this information would be conveyed to WCCTAC for consideration in its periodic review of the Action Plan. The *Implementation Guide* states that if satisfactory progress is observed, then implementation of the Action Plan will continue. If progress has not been satisfactory, a revision to the Action plan may be necessary.

6.4.1 Process for Addressing MTSO Exceedances

From time to time, the MTSOs are monitored to determine whether they are being achieved. In addition, the MTSOs are evaluated to determine if they can be achieved in the future. For this update to the Action Plan, the MTSOs were monitored in 2013, and the traffic forecasts were prepared and evaluated for 2040. In both cases, exceedances of the adopted MTSOs were observed.

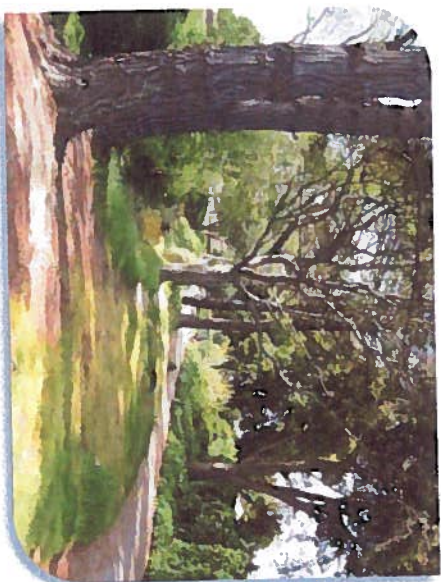
Under adopted CCTA policy, exceedance of an MTSO does not constitute a compliance issue with the Growth Management Program.

The primary purpose of the MTSOs is to provide WCCTAC with a quantitative measure of transportation system performance that can be consistently applied as a metric for gauging the impacts of future growth and mitigating those impacts. The MTSOs that WCCTAC has adopted for its Plan reflect WCCTAC's broader objective to ensure an acceptable level



of mobility for its residents and workers to sustain the economy and maintain quality of life.

It is not surprising, therefore, given the level of expected growth in West County and elsewhere throughout Contra Costa, coupled with the constraints on adding new capacity to the system, that some MTSOs may be exceeded either today or in the future.



When an exceedance has been determined, either through monitoring or during the Action Plan update process, the only action required under this Plan is that WCCTAC document the condition, and continue to monitor and address the MTSOs in future updates to the Plan under the timeframe established in this chapter.

In the case where a proposed development project or General Plan Amendment causes an exceedance, or exacerbates a situation where an already exceeded MTSO is worsened, then the procedures in this chapter regarding development application review and general plan amendments shall apply.

Appendix A: Index to Actions by Route A

West County Routes of Regional Significance and Applicable Actions		Applicable Actions*
Route of Regional Significance		
1. Appian Way		1, 3, 7, 9, 10, 11, 12, 13, 14, 17, 21, 28, 31, 32, 33, 35, 37, 38
2. Carlson Boulevard		1, 3, 7, 9, 10, 11, 12, 13, 14, 17, 19, 28, 31, 32, 33, 40, 41
3. Central Avenue		1, 3, 7, 9, 10, 11, 12, 13, 14, 17, 19, 21, 26, 27, 28, 31, 32, 33, 35, 41
4. Cummings Skyway		3, 7, 9, 10, 13, 14, 21, 22, 24, 28, 29, 31, 32, 33
5. Interstate 80		3, 4, 7, 9, 10, 13, 14, 17, 20, 21, 26, 29, 31, 32, 33, 39, 43, 46
6. Interstate 580		3, 4, 7, 9, 10, 13, 14, 16, 17, 25, 29, 31, 32, 33, 40
7. Richmond Parkway		1, 3, 7, 9, 10, 11, 12, 13, 14, 18, 19, 21, 25, 28, 29, 31, 32, 33, 35, 41
8. San Pablo Avenue		1, 2, 3, 7, 9, 10, 11, 12, 13, 14, 17, 19, 21, 27, 28, 29, 31, 32, 33, 34, 35, 36, 37, 39, 41, 45
9. San Pablo Dam Road		1, 3, 7, 9, 10, 11, 12, 13, 14, 17, 20, 21, 28, 29, 31, 32, 33, 35, 38
10. State Route 4		3, 4, 7, 9, 10, 13, 14, 21, 22, 23, 29, 31, 32, 33, 39, 40
11. 23rd Street		1, 2, 3, 7, 9, 10, 11, 12, 13, 14, 17, 19, 28, 31, 32, 33, 40, 41, 44

* See Chapter 5 for a full list of all Actions.



El Cerrito | Hercules | Pinole | Richmond | San Pablo
Bayview-Montalvin | Crockett | East Richmond Heights
El Sobrante | Hasford Heights | Kensington | North Richmond
Port Costa | Rodeo | Rollingwood | Tava Hills

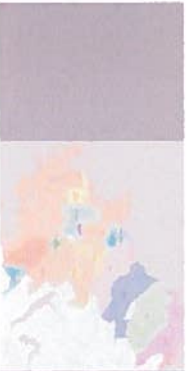
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Appendix B: MTSO Values

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CCTA regularly monitors the values of the MTSOs defined by all of the subregions in their Action Plans for Routes of Regional Significance. The most recent monitoring effort was conducted in early 2013. CCTA is also responsible for forecasting the values of the MTSOs at a given horizon year (which for the purposes of this plan is the year 2040). The 2040 forecasts are the result of applying the CCTA regional travel demand model and reporting the future traffic volumes generated by that model application. It should be noted that the model results are intended to give an idea of the order-of-magnitude changes in traffic volumes anticipated across the region; much more detailed and refined studies would be undertaken for any specific project. This appendix contains the 2013 values reported for the WCCCTAC area as part of the regular monitoring effort and the 2040 forecasts of those values (note that the 2040 forecasts are in process for some of the regional routes and will be inserted in this table when available). Please see the CCTA report titled "2013 CMP and MTSO Monitoring Report" for further information.

West County Freeway MTSO Values I-580 Freeway Analysis – Delay Index									
Direction	MTSO Delay Index	2013 Observations				2040 Forecasts			
		Speed (mph)		Delay Index		Speed (mph)		Delay Index	
		AM	PM	AM	PM	AM	PM	AM	PM
EB	2.5	55	58	1.2	1.1				
WB	2.5	51	58	1.3	1.1				



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Tara Hills

**West County Freeway MTSO Values
 I-80 Freeway Analysis – Delay Index**

Segment	Direction	MTSO Delay Index	2013 Observations				2040 Forecasts			
			Average Speed		Delay Index		Average Speed		Delay Index	
			AM	PM	AM	PM	AM	PM	AM	PM
Carquinez Bridge to SR-4	EB	3.0	61	60	1.1	1.1				
	WB	3.0	61	65	1.1	1.0				
SR-4 to Cutting Blvd	EB	3.0	62	33	1.1	2.0				
	WB	3.0	31	62	2.1	1.1				
Cutting Blvd to County Line	EB	3.0	67	35	1.0	1.9				
	WB	3.0	23	64	2.9	1.0				

**West County Freeway MTSO Values
 SR 4 Corridor – Delay Index**

Direction	MTSO Delay Index	2013 Observations				2040 Forecasts			
		Speed (mph)		Delay Index		Speed (mph)		Delay Index	
		AM	PM	AM	PM	AM	PM	AM	PM
EB	2.0	61	60	1.1	1.1				
WB	2.0	60	60	1.1	1.1				

Appendix B: MTSO Values

B

West County Intersection MTSO Values							
No.	Primary Street	Secondary Street	MTSO	2013 Observations		2040 Forecasts	
				AM Peak LOS	PM Peak LOS	AM Peak LOS	PM Peak LOS
1	Castro Street	I-580 EB Ramps	D	B	D	B	C
2	Castro Street	I-580 WB Ramps	D	D	C	C	C
5	Castro Street	Hensley St	D	C	E	C	C
6	Castro Street	Richmond Lane	D	C	D	C	C
7	Richmond Parkway	Gertrude Ave	D	C	D	F	E
8	Richmond Parkway	Pittsburgh Ave.	D	F	F	C	D
9	Richmond Parkway	Parr Blvd	D	F	C	C	B
10	Richmond Parkway	Hensley St	D	C	C	B	B
11a	Richmond Parkway	Barrett Ave.	D	B	C	B	C
11b	San Pablo Avenue	Cutting Boulevard	E	C	C	C	C
12	Richmond Parkway	McDonald	D	C	C	C	C
13	Richmond Parkway	I-580 WB Ramps	D	B	B	B	B
14	Richmond Parkway	I-580 EB Ramps	D	B	B	A	B
15	Richmond Parkway	Cutting Blvd	D	C	C	C	C
23	Carlson Boulevard	Central Avenue	D	B	A	C	B
30	San Pablo Avenue	McBryde Road	E	C	C	C	C
38	EB I-80 on-off ramps	El Portal Avenue	D	C	C	C	D
39	Appian Way-La Colina Road	San Pablo Dam Road	D	C	C	C	D



El Cerrito | Hercules | Pinole | Richmond | San Pablo
 Bayview-Montalvin | Crockett | East Richmond Heights
 El Sobrante | Hasford Heights | Kensington | North Richmond
 Port Costa | Rodeo | Rollingwood | Terra Hills

West County Intersection MTSO Values

No.	Primary Street	Secondary Street	MTSO	2013 Observations		2040 Forecasts	
				AM Peak LOS	PM Peak LOS	AM Peak LOS	PM Peak LOS
59	Pinole Valley Road	San Pablo Avenue	E	B	B	F	E
70	San Pablo Avenue	San Pablo Dam Road	E	C	D	E	E
74	San Pablo Avenue	El Portal Drive-Broadway Avenue	E	C	C	C	C
81	San Pablo Avenue	Hilltop Drive	E	C	D	D	F
93	San Pablo Avenue	John Muir Parkway	E	D	E	F	F
97	San Pablo Avenue	EB I-80 on-off ramps-Roosevelt Avenue	E	C	D	F	E
125	San Pablo Dam Road	El Portal Drive	D	D	C	C	C
128	San Pablo Avenue	Rumrill Avenue-College Lane	E	D	C	D	D
132	23rd Street	Macdonald Avenue	D	A	A	B	B
143	San Pablo Dam Road	WB I-80 on-off ramps	D	C	B	D	C
150	Appian Way-Pinnon Avenue	San Pablo Avenue	E	C	C	C	C
158	Appian Way	Tara Hills Drive-Canyon Drive	D	C	C	C	C
159	Appian Way	EB I-80 on-off-ramps	D	A	B	B	B
160	Appian Way	Fitzgerald Drive-Sarah Drive	D	C	C	C	D
171	San Pablo Avenue	Central Avenue	E	C	C	C	D
175	Appian Way	WB I-80 on-off-ramps	D	D	C	E	E
186	Bayview Avenue	Carlson Boulevard	D	D	C	E	D
231	23rd Street	Barrett Avenue	D	B	B	B	B

Appendix B: MTSO Values

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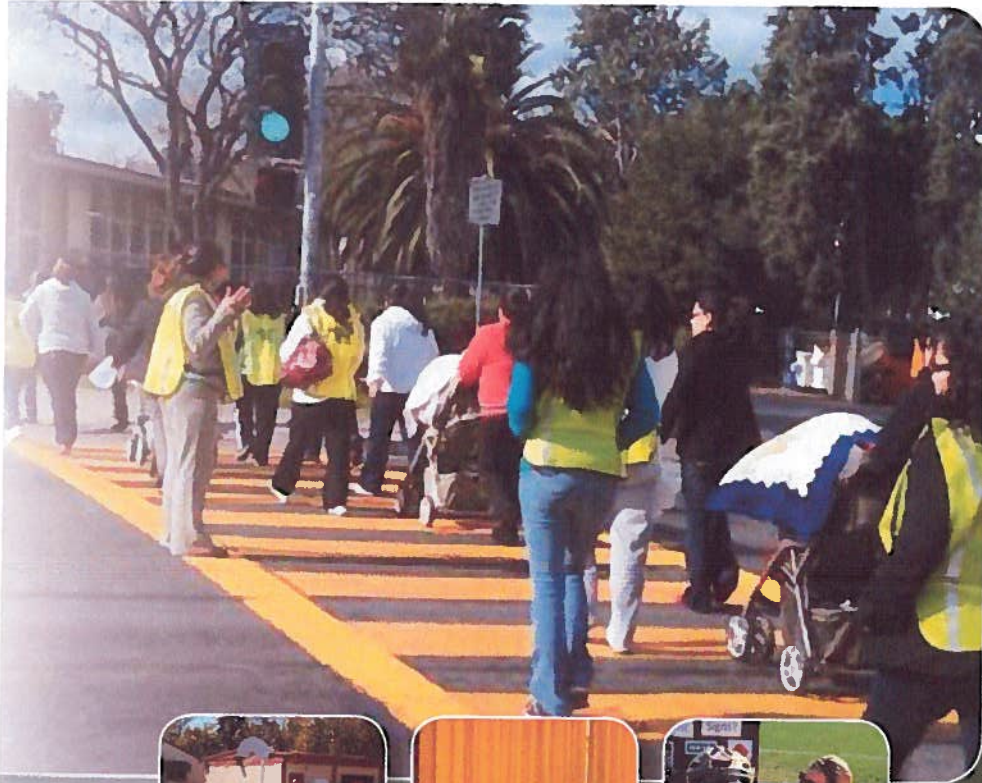
West County Intersection MTSO Values							
No.	Primary Street	Secondary Street	MTSO	2013 Observations		2040 Forecasts	
				AM Peak LOS	PM Peak LOS	AM Peak LOS	PM Peak LOS
233	San Pablo Avenue	Barrett Avenue	E	C	C	D	D
237	23rd Street	Rheem Avenue	D	C	C	C	D
249	EB I-80 on-off ramps-Amador St	San Pablo Dam Road	D	C	D	C	C
251	I-80 NB Ramps	San Pablo Dam Road	D	C	B	B	B
257	Castro Ranch Road	San Pablo Dam Road	D	C	C	B	B

SOURCE:

Analysis prepared by Kittelson & Associates for CCTA.



Draft Report
Contra Costa Safe Routes to School
Needs Assessment



Prepared for:
Contra Costa
Transportation Authority (CCTA)



February 2014

Draft Report:
Contra Costa Safe Routes to School Needs Assessment

Prepared for:
Contra Costa Transportation Authority (CCTA)

Prepared by:
FEHR & PEERS

February 2014

SF12-0657

Table of Contents

INTRODUCTION	1
Purpose of This Study	1
SR2S CAPITAL PROJECTS.....	3
Costs of Recent Typical Capital Projects	3
Costs of Unusual Capital Projects.....	5
Calculation of Countywide Capital Project Needs	5
SR2S PROGRAMS	8
Identification of Existing Programs	8
Identification of New Programs	8
Countywide Annual Programmatic Cost	9
SUMMARY AND NEXT STEPS.....	11

Appendices

Appendix A: Capital Projects

Appendix B: Programs

List of Tables

Table 1: Cost Adjustment Factor by Project Type	4
Table 2: Average Typical Capital Cost by Project Type	4
Table 3: Total Countywide Typical Capital Project Costs	6
Table 4: Remaining Countywide Typical Capital Project Costs	6
Table 5: Estimated Countywide Cost of All Capital Projects	7
Table 6: Estimated Countywide Annual Costs for Existing Programs	9
Table 7: Estimated Countywide Annual Costs for New Programs	10
Table 8: Estimated Countywide Cost of All Programs	10

INTRODUCTION

There is sustained and growing interest in Safe Routes to School efforts throughout the Bay Area. Safe Routes to School (often abbreviated as SR2S) activities can take many forms, but all have the basic objective of improving safety for pedestrians and cyclists around schools. When more children walk or bike to school the benefits can be quite varied, from reduced vehicular traffic around schools, to improved public health outcomes through increased physical activity, to an enhanced sense of community for the neighborhood around the school.

There have been and continue to be significant SR2S efforts in Contra Costa County. These efforts generally fall into two categories: capital and programmatic. The capital category involves capital improvement projects that enhance the physical infrastructure around schools to allow for safer and more convenient walking and bicycling. The programmatic category involves programs that promote safety and encourage walking and bicycling activities through student and parent education and encouragement.

PURPOSE OF THIS STUDY

The Contra Costa Transportation Authority (CCTA, or the Authority) has sponsored this study to gain greater understanding of the current SR2S activities occurring throughout Contra Costa, and to estimate the needs for future SR2S funding in both the capital and programmatic categories. The purpose of this needs assessment exercise is to estimate the amount of funding that would be required to comprehensively address SR2S needs for Contra Costa's public schools; private schools were not included in this assessment. The results of this needs assessment may be used as a basis for establishing new funding programs or advocating for new funding sources.

This study has, of necessity, been limited by the time available to conduct the effort and the amount of information available about current efforts and future needs. Given the size and complexity of the County and the diversity of its needs, this effort has necessarily required many assumptions and simplifications in order to complete the needs assessment within the available time and resources. This countywide SR2S needs assessment presents an order-of-magnitude estimate of costs for both capital and programmatic categories, unconstrained by available funding levels.

It is very important to note that the cost estimates developed in this exercise will not be used to limit or otherwise determine available funding for particular projects. In other words, the purpose of developing these generalized cost estimates is to inform the assessment of countywide needs, and not to estimate the specific cost of any particular future project.

The remainder of this report presents the methodology used to estimate the needs and associated costs for both capital and programmatic elements of SR2S activities in Contra Costa County. As noted above,

this needs assessment focuses on the 217 public elementary, middle, and high schools around the County; private schools are outside the scope of this current effort, but they could be added at a later time using a similar approach.

SR2S CAPITAL PROJECTS

The basic approach used to estimate the need for capital SR2S projects was to assemble information from recently completed local SR2S infrastructure projects and to extrapolate that information across all public school locations countywide. Example projects were categorized based on the type of improvements involved, an average cost was calculated for each project type, and that cost was applied to an estimated proportion of schools. The following section provides an explanation of this approach, along with tables summarizing the results. Further detail is given in Appendix A.

Costs of Recent Typical Capital Projects

Jurisdictions across Contra Costa County provided information on typical SR2S capital projects recently implemented or currently underway at their local schools. Capital project data included the location of the school, the scope of the project, and a breakdown of project costs. These projects were first classified into four categories, based on major project features. Project cost estimates were standardized to ensure that all costs were captured (i.e., that the estimate included “soft” costs such as planning, design, and environmental review, and not just “hard” construction costs), and then an average cost for each project type was calculated.

1. Classify projects by type

Projects were classified into the following four types, based on their major features; they are listed in descending order of complexity and cost. Note that this is not intended to be an exhaustive list of all of the possible SR2S capital projects that could be contemplated; rather, these are intended to be a rational way to group a varied set of projects into a reasonable number of categories that can then be carried forward into a countywide needs assessment.

- A. Major roadway/sidewalk improvements: these typically involve building a completely new sidewalk with curb and gutter, and often require widening a roadway, building retaining walls, or other substantial physical changes in order to accommodate the new sidewalk.
- B. Streetscape improvements: these may involve a number of streetscape features such as adding crosswalks, installing bulbouts or medians to shorten pedestrian crossing distances, or adding traffic signals, flashing beacons or other traffic control devices to improve pedestrian safety.
- C. Basic sidewalk improvements: these may involve widening an existing sidewalk to achieve current design standards, or adding curb ramps at an intersection.

- D. Basic safety enhancements: these tend to be fairly quick and low-cost enhancements such as improved signage and/or roadway markings at a school's major access points, or installation of bicycle racks.

2. Standardize comprehensive project costs

Some of the cost information provided by the project sponsors included only the cost of construction, while others presented a comprehensive total cost that included supporting elements such as planning, design, and environmental review. To ensure consistency, when a project cost estimate only included construction costs, an adjustment factor was applied to that cost estimate to capture all of the non-construction cost elements. The adjustment factor was calculated from projects where both types of costs (construction and non-construction) were available. The adjustment factors calculated for each project type are shown in **Table 1**. For those projects where only construction costs were available, this adjustment factor was applied to the construction cost to calculate a final comprehensive cost.

TABLE 1: COST ADJUSTMENT FACTOR BY PROJECT TYPE	
Project Type	Adjustment Factor
A. Major Roadway/Sidewalk Improvements	1.43
B. Streetscape Improvements	1.36
C. Basic Sidewalk Improvements	2.18
D. Basic Safety Enhancements	1.00

Source: Fehr & Peers, 2014.

3. Determine average cost by project type

Table 2 presents the average cost of a capital improvement project within each of the four categories, based on the set of example projects provided by the local agencies.

TABLE 2: AVERAGE TYPICAL CAPITAL COST BY PROJECT TYPE	
Project Type	Average Cost
A. Major Roadway/Sidewalk Improvements	\$1,000,000
B. Streetscape Improvements	\$500,000
C. Basic Sidewalk Improvements	\$100,000
D. Basic Safety Enhancements	\$10,000

Source: Fehr & Peers, 2014.

Costs of Unusual Capital Projects

The list of sample projects provided by local agencies did not include any examples of very large-scale capital improvements, such as a bicycle/pedestrian bridge. Nevertheless, it is understood that some schools in Contra Costa need an unusual level of investment, in addition to the more typical capital projects described above. For example, the City of Walnut Creek has identified a need to add sidewalks along Walnut Boulevard to better serve the student population of Walnut Creek Intermediate School. Because of the current configuration of that street, adding a sidewalk will require extensive work on drainage systems and roadway widening at a cost (estimated at \$6 million) that far exceeds the cost for more typical roadway/sidewalk improvement projects shown in Table 2 above. Similarly, some schools need a bike/pedestrian bridge across an adjacent barrier (such as a canal or major roadway) to improve access for their students; from a review of the Authority's Comprehensive Transportation Project List, the average cost of a bike/ped bridge is about \$7 million. For the purposes of this needs assessment, we have assumed that "unusual" capital projects would cost on average about \$6.5 million, and we have applied that average cost to a small percentage of schools countywide (as described in more detail below).

Calculation of Countywide Capital Project Needs

Typical Capital Projects

Once average costs for the four types of typical capital improvement projects were determined, they were applied to a percentage of schools, as shown in **Table 3**. First, it was assumed that all schools would benefit from the basic safety enhancements that are described as project type D, so those costs were applied to 100% of Contra Costa's public schools. Then, percentages for project types A, B, and C were estimated based on the frequency with which projects of each type appeared in the set of example projects provided by local jurisdictions. In that example project list, there were about 25% Type A projects, 25% Type B, and 50% Type C. However, it should be recognized that this list of example projects reflects those projects that have been successful in getting funded, which is not necessarily the same as the projects that are needed. It is generally easier to secure funding for lower-cost projects than for higher-cost projects, so it could be presumed that any list of completed projects would be somewhat skewed toward the lower-cost end of the cost spectrum. In an attempt to correct for this effect, we have increased the percentages for the higher-cost projects (Types A and B) and reduced the percentage for the lower-cost projects (Type C); each project type now is applied to one-third (33.3%) of all schools.

TABLE 3: TOTAL COUNTYWIDE TYPICAL CAPITAL PROJECT COSTS

Project Type	Average Cost	% of Schools Needing each Project Type	# of Schools with each Project Type ¹	Countywide Typical Capital Project Costs ²
A. Major Roadway/Sidewalk Improvements	\$1,000,000	33.3%	72	\$72,300,000
B. Streetscape Improvements	\$500,000	33.3%	72	\$36,200,000
C. Basic Sidewalk Improvements	\$100,000	33.3%	72	\$7,200,000
D. Basic Safety Enhancements	\$10,000	100%	217	\$2,200,000
TOTAL				\$117,900,000

Notes:

1. Calculated as '% of Schools' multiplied by 217 total schools in Contra Costa County.

2. Calculated as 'Average Cost' multiplied by '# of Schools'.

Source: Fehr & Peers, 2014.

Some SR2S capital improvement projects have already been implemented in Contra Costa, and the costs of these completed projects should be subtracted from the estimate of total countywide costs in order to determine the remaining need. To calculate the cost of completed projects, we looked at the list of example projects provided by the local jurisdictions, as well as the Authority's inventory of projects funded under the state and federal Safe Routes to School programs from 2001 to 2011. The total expended on all of those projects combined has been about \$16.2 million. By subtracting \$16.2 million from the total of about \$117.9 million in Table 3 above, we calculate a remaining need of approximately \$101.7 million, shown in Table 4.

TABLE 4: REMAINING COUNTYWIDE TYPICAL CAPITAL PROJECT COSTS

	Countywide Comprehensive Cost
Total Cost for Typical Capital Projects	\$117,900,000
Completed Capital Projects	(\$16,200,000)
Total Remaining Countywide Need	\$101,700,000

Source: Fehr & Peers, 2014.

Unusual Capital Projects

It is assumed that only a small percentage of schools in Contra Costa County will require an unusual capital project such as those described previously. The average cost of an unusual project (\$6.5 million) was applied to just 10 percent of all public schools (or 22 schools), resulting in an estimated cost of \$141.1 million.

Total Countywide Need for SR2S Capital Projects

The combined cost estimates for the remaining typical capital projects and the unusual capital projects generated an estimate of the total need for SR2S capital projects for all public schools of almost \$243 million, as shown in **Table 5**.

TABLE 5: ESTIMATED COUNTYWIDE COST OF ALL CAPITAL PROJECTS	
	Countywide Cost
Total Remaining Cost for Typical Capital Projects	\$101,700,000
Total Cost for Unusual Capital Projects	\$141,100,000
TOTAL	\$242,800,000

Source: Fehr & Peers, 2014.

SR2S PROGRAMS

There are currently three organizations in Contra Costa that provide SR2S programs: Contra Costa Health Services, San Ramon Valley Street Smarts, and Street Smarts Diablo. Each organization provides services in a specific area: Contra Costa Health Services conducts programs at some schools in West County, San Ramon Valley Street Smarts conducts programs at all schools in the San Ramon Valley school district, and Street Smarts Diablo conducts programs at some schools in Central and East County. Staff from these three organizations were critical in providing essential information to inform the understanding of current SR2S programs and the determination of future needs.

The needs assessment for SR2S programs involved three steps. First, all currently active programs were identified and divided into categories by program type, and an average cost to provide each type of program to an individual school was calculated based on the experiences of the current program providers. Second, the stakeholders identified a series of new programs that could be implemented to augment the current offerings and provide additional benefits to local schools; the cost per school of each new program was also calculated. Combining the existing and new programs created an unconstrained list of desired SR2S programs and associated costs at the individual school level. Finally, the average annual cost per school for each program type was applied to all of the schools countywide to calculate an annualized cost of providing all of the programs throughout Contra Costa. The result is an order-of-magnitude estimate of providing a financially-unconstrained set of SR2S programs countywide. The following section gives more explanation about each step in this process, along with tables summarizing the results. Further detail is provided in Appendix B.

Identification of Existing Programs

A list of existing safety and educational programs for each school type (elementary, middle, and high) was generated from information provided by the three current program providers. The service providers gave descriptions of each program, the types of schools where that program is offered, and the typical costs of providing that program, including both one-time costs (for example, to purchase a specialized piece of equipment that could then be used many times at different schools) and costs for the materials and staff time necessary to plan and deliver each program.

Identification of New Programs

Potential new SR2S programs that could augment the current offerings were identified through suggestions from the local program providers and the SR2S Oversight Committee. Most of the potential new programs are supplemental safety and educational programs that would augment current offerings. There are two additional programs that would directly offer transportation choices and services to the student population: namely, a program to provide subsidized transit tickets to students and a yellow

school bus program. Both of these transportation programs are in use in certain parts of Contra Costa, but they are not broadly available countywide.

Countywide Annual Programmatic Cost

Existing Programs

The average per-school cost for each existing program was applied to all public schools in Contra Costa to calculate a total annual cost for offering the current set of SR2S programs to all schools countywide. Several adjustments were made to account for economies of scale and assumptions about the appropriate level of investment across all schools; these adjustments were vetted with the current program providers. For example:

- One-time costs for equipment such as robotic cars for traffic safety assemblies or safety equipment for Walk-to-School Day were annualized over five years.
- Direct costs of conducting programs were applied to two-thirds of schools, to account for the fact that not all programs need to be offered at every school every year.
- Some programs are applicable at the community level instead of at specific schools, and these costs are noted as "general." General program costs were applied to one-third of schools, as the benefits of these programs are typically shared among multiple schools.

The summary of annual countywide costs for the existing program types is shown in **Table 6**.

TABLE 6: ESTIMATED COUNTYWIDE ANNUAL COSTS FOR EXISTING PROGRAMS	
Program Type	Annual Cost
School-Specific Programs	\$3,550,000
General Programs	\$315,200
TOTAL	\$3,865,200

Source: Fehr & Peers, 2014.

New Programs

The per-school costs for potential new programs were identified from examples elsewhere in the Bay Area where those programs are being offered and from information available from the local program providers. As with the existing programs, similar assumptions were made about economies of scale and the applicability of costs across all schools. Specific to the new transportation programs, the following assumptions were made:

- The countywide annual cost of the Transit Ticket Program assumes that ten percent of all middle and high school students would participate in the program. This would reflect a somewhat increased level of bus usage compared to the six percent public bus mode share determined by CCTA in its 2011 SR2S school survey.

- The countywide annual cost of the Yellow School Bus Program assumes that 19 percent of all students in Contra Costa would participate in the program. This is similar to the average student participation rates currently observed in the Lamorinda and TRAFFIX (San Ramon Valley) school bus programs.

The summary of annual countywide costs for the new program types is shown in **Table 7**.

TABLE 7: ESTIMATED COUNTYWIDE ANNUAL COSTS FOR NEW PROGRAMS	
Program Type	Annual Cost
New Programs - Safety and Education	\$5,230,000
New Programs - Transportation	\$48,535,400
TOTAL	\$53,765,400

Source: Fehr & Peers, 2014.

The combined cost estimates for existing and new programs generated an estimated total annual need for SR2S programs of about \$57.6 million countywide, as shown in **Table 8**.

TABLE 8: ESTIMATED COUNTYWIDE COST OF ALL PROGRAMS	
	Countywide Annual Cost
Cost of Existing Programs	\$3,865,200
Cost of New Safety and Education Programs	\$5,230,000
Cost of New Transportation Programs	\$48,535,400
TOTAL	\$57,630,600

Source: Fehr & Peers, 2014

SUMMARY AND NEXT STEPS

This countywide SR2S needs assessment represents a high-level, order-of-magnitude estimate of capital and program costs to comprehensively address SR2S needs throughout Contra Costa. The results of the needs assessment indicate that the costs of needed SR2S capital improvement projects at public schools throughout Contra Costa would be about **\$243 million**. The costs to provide comprehensive SR2S safety, educational and transportation programs would be about **\$58 million annually**.

This needs assessment has been reviewed with the SR2S Oversight Committee, and will be forwarded to the Authority's Planning Committee and the Authority Board for review and consideration. The results of this assessment provide a baseline for quantifying SR2S needs for Contra Costa, and could be incorporated into the 2014 Countywide Transportation Plan as part of the financially unconstrained Comprehensive Transportation Project List (CTPL).

**APPENDIX A:
CAPITAL PROJECTS**



Needs Assessment for CCTA SR2S Capital Projects: Summary of Recent Typical and Unusual Capital Project Rollout by Project Type

Estimated Cost of Rollout of Recent Typical Capital Projects					
Average Cost of Recent Typical Capital Projects Project Type (based on sample project list)					
Project Type	Average Typical Capital Project Cost (observed)	Estimated % of Schools with Typical SR2S Capital Needs	# of Schools with Typical Needs	Total Typical Capital Project Costs (estimated)	Total Typical Capital Project Costs (estimated)
	[1]	[2]	[3]=[2]*Schools in County	[4]=[1]*[3]	
A Major roadway/sidewalk improvements (e.g., road widening, retaining walls)	\$1,000,000	33%	72	\$72,300,000	
B Streetscape improvements (e.g., sidewalks, bulbouts, medians)	\$500,000	33%	72	\$36,200,000	
C Basic sidewalk improvements (e.g., sidewalks, curb ramps)	\$100,000	33%	72	\$7,200,000	
D Basic safety enhancements (e.g., striping, signage, barricades, bike racks)	\$10,000	100%	217	\$2,200,000	
SUBTOTAL (Rollout)					\$117,900,000
Number of Schools in County					217

Total Cost of Completed Typical Capital Projects			
Completed Typical Capital Project Source	Total Completed Typical Capital Project Cost (observed)	Estimated % of Completed Typical Capital Projects Captured	Total Completed Typical Capital Project Costs (estimated)
	[1]	[2]	[4]=[1]/[2]
Sample Project List	\$12,300,000		
SR2S State/Federal Funding Program 2000-2011	\$3,900,000		
SUBTOTAL (Completed)	\$16,200,000	100%	\$16,200,000

Total Typical Capital Project Cost = SUBTOTAL (Rollout) - SUBTOTAL (Completed) = \$101,700,000

Estimated Cost of Unusual Capital Projects					
Average Unusual Capital Project Type (based on sample project list)					
Unusual Capital Project Type	Average Unusual Capital Project Cost (observed)	Estimated % of Schools with Unusual SR2S Capital Needs	# of Schools with Unusual Needs	Total Unusual Capital Project Costs (estimated)	Total Unusual Capital Project Costs (estimated)
	[1]	[2]	[3]=[2]*Schools in County	[4]=[1]*[3]	
Ped/Bike Bridge	\$7,000,000				
Major Sidewalk/Drainage	\$6,000,000				
SUBTOTAL (Unusual)	\$6,500,000	10%	22	\$141,100,000	
Total Capital Project Cost = SUBTOTAL (Rollout) - SUBTOTAL (Completed) + SUBTOTAL (Unusual)				\$242,800,000	

Note: The estimated percentages of schools with typical capital needs for project types A-D are calculated as the percentage of projects in the sample project list provided by local jurisdictions that fall within each project type category A-D.

Needs Assessment for CCTA SR2S Capital Projects: Summary of Recent Projects

School	School		Jurisdiction	Project	
	Type	Jurisdiction	Type	Type ID	Total Project Cost
Springhill Elementary School	ES	Lafayette	Suburban	A	\$1,232,169
Stone Valley Middle School (Miranda Avenue)	MS	Alamo	Rural	A	\$510,000
Alamo Elementary School	ES	Alamo	Rural	B	\$233,500
Discovery Bay Elementary School (Willow Lake Road)	ES	Discovery Bay	Rural	C	\$151,000
Rancho Romero Elementary School (Hemme Ave AC Path)	ES	Alamo	Rural	C	\$133,000
Bel Air Elementary School (Canal Road)	ES	Bay Point	Suburban	A	\$1,668,000
New Vistas Christian School, Las Juntas Elementary School, and others (Pacheco Boulevard)	ES	Martinez	Suburban	A	\$1,103,000
Walnut Heights Elementary School	ES	Walnut Creek	Suburban	A	\$1,037,000
Rio Vista Elementary School, Shore Acres Elementary School, and Riverview Middle School (Pacifica Avenue)	ES/MS	Bay Point	Suburban	A	\$1,160,000
Adams Middle School and Heritage High School	MS/HS	Brentwood	Suburban	B	\$246,000
Cambridge Elementary School	ES	Concord	Suburban	C	\$42,957
Marsh Creek Elementary School	ES	Brentwood	Suburban	C	\$60,000
Monte Gardens Elementary and Shadelands/Sunrise Schools	ES	Concord	Suburban	C	\$476,325
Murwood Elementary School	ES	Walnut Creek	Suburban	C	\$72,848
Pioneer Elementary School	ES	Brentwood	Suburban	C	\$69,000
Wren Avenue Elementary School	ES	Concord	Suburban	C	\$163,015
Ygnacio Valley Elementary School	ES	Concord	Suburban	C	\$193,700
Bristow Middle School and Montessori School	MS	Brentwood	Suburban	C	\$68,000
Walnut Creek Intermediate School	MS	Walnut Creek	Suburban	C	\$27,764
Bancroft Elementary School	ES	Walnut Creek	Suburban	D	\$3,696
Bel Air Elementary School	ES	Bay Point	Suburban	D	\$9,908
Buena Vista Elementary School	ES	Walnut Creek	Suburban	D	\$3,372
Cambridge Elementary School (511)	ES	Concord	Suburban	D	\$8,055
Diablo Vista Elementary School	ES	Antioch	Suburban	D	\$1,183
Disney Elementary School	ES	San Ramon	Suburban	D	\$8,100
El Monte Elementary School	ES	Concord	Suburban	D	\$4,012
Indian Valley Elementary School	ES	Walnut Creek	Suburban	D	\$3,385
Jack London Elementary School	ES	Antioch	Suburban	D	\$1,183
Lone Tree Elementary School	ES	Antioch	Suburban	D	\$1,183
Monte Gardens Elementary School	ES	Concord	Suburban	D	\$4,485
Parkmead Elementary School	ES	Walnut Creek	Suburban	D	\$3,087
Rio Vista Elementary School	ES	Bay Point	Suburban	D	\$7,184
Strandwood Elementary School	ES	Pleasant Hill	Suburban	D	\$8,311
Sutter Elementary School	ES	Antioch	Suburban	D	\$1,894
Valhalla Elementary School	ES	Pleasant Hill	Suburban	D	\$3,865
Walnut Heights Elementary School (511)	ES	Walnut Creek	Suburban	D	\$3,561
Westwood Elementary School	ES	Concord	Suburban	D	\$2,080
Heritage High School	HS	Brentwood	Suburban	D	\$14,372
Hillview Junior High School	HS	Pittsburg	Suburban	D	\$3,904
Martinez Junior High School	HS	Martinez	Suburban	D	\$6,582
Northgate High School	HS	Walnut Creek	Suburban	D	\$2,557
Pittsburg High School	HS	Pittsburg	Suburban	D	\$2,000
Antioch Middle School	MS	Antioch	Suburban	D	\$5,197
Dallas Ranch Middle School	MS	Antioch	Suburban	D	\$3,904
El Dorado Middle School	MS	Concord	Suburban	D	\$2,617
J. Douglas Adams Middle School	MS	Brentwood	Suburban	D	\$2,000
Oak Grove Middle School	MS	Concord	Suburban	D	\$7,692
Park Middle School	MS	Antioch	Suburban	D	\$1,183
Pleasant Hill Middle School	MS	Pleasant Hill	Suburban	D	\$1,670
Riverview Middle School	MS	Bay Point	Suburban	D	\$7,605
Sequoia Middle School	MS	Pleasant Hill	Suburban	D	\$6,310
Murphy Elementary School	ES	Richmond	Urban	B	\$144,625
Peres Elementary School	ES	Richmond	Urban	B	\$308,225
Nyström Elementary School	ES	Richmond	Urban	B	\$727,595
Cesar Chavez Elementary School	ES	Richmond	Urban	C	\$73,325
Sheldon Elementary School	ES	Richmond	Urban	C	\$66,725
		25th percentile	\$3,517	SUM	\$10,113,907
		50th percentile	\$8,078	AVG	\$180,605
		75th percentile	\$146,219	MIN	\$1,183
		85th percentile	\$292,669	MAX	\$1,668,000

Project	
Type ID	Project Type
A	Major roadway/sidewalk improvements (e.g., road widening, retaining walls)
B	Streetscape improvements (e.g., sidewalks, bulbouts, medians)
C	Basic sidewalk improvements (e.g., sidewalks, curb ramps)
D	Basic safety enhancements (e.g., striping, signage, barricades, bike racks)

**APPENDIX B:
PROGRAMS**



CCTA SR2S Program Descriptions and Cost Assumptions

Program Descriptions	Cost Assumptions
Existing School-Specific Programs	
Assembly	
Educational traffic safety assemblies for elementary and middle school students with interactive tools and props.	Direct costs: materials, curricula, giveaways, maintenance of supplies Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys One-time costs: Interactive tools and props (e.g., robotic cars)
Walk to School Day	
Students from many communities walk to school on a single day as part of a movement promoting year-round safe routes to school.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage One-time costs: safety vests, clipboards, etc.
Walking School Bus	
Groups of children walking to school together supervised by one or more adults.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage One-time costs: safety vests, stop signs, clipboards, etc.
Bike to School Day	
Students from many communities bike to school on a single day as part of a movement promoting year-round safe routes to school.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage
Classroom Video	
Videos shown in classrooms about traffic safety.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys
Contest/Campaign	
School-wide competitive events such as poster contests to depict traffic safety messages, video contests to create public service announcements, walking/biking participation competitions, and campaigns to encourage safe driving.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys
High School Traffic Safety and Education Program	
Road rules training for high school students.	Direct costs: printed materials, curricula, giveaways, road rules training instructor Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys One-time costs: bike blenders, etc.
Safety Training	
Certified bicycle training for students.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys
Road Simulation	
Clinic to teach students the skills and precautions needed to ride a bicycle safely.	Direct costs: materials, curricula, giveaways, maintenance of supplies Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys One-time costs: bikers, trailers, mock city supplies
Helmet Giveaway	
Free helmets given to elementary and middle school students.	Direct costs: materials, helmets Indirect costs: staff time for outreach and coordination, promotion, mileage
Curricula	
Set of courses taught to students about safety and leadership on the roads.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys One-time costs: curricula and toolkit development
Existing General Programs	
Infrastructure (indirect costs only)	
Coordination, planning and outreach materials for infrastructure projects such as ground striping, signage, bicycle and scooter racks, and fencing.	Indirect costs: staff time for outreach and coordination, promotion, mileage
Large Community Event	
Collaborative community walking events.	Direct costs: materials, giveaways Indirect costs: staff time for outreach and coordination, promotion, mileage, evaluation surveys

CCTA SR2S Program Descriptions and Cost Assumptions

Program Descriptions	Cost Assumptions
New Programs - Education and Safety	
Parent education night Meeting for parents to encourage walking/bicycling to school and promote safe practices.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion, mileage
Teen bicycling promotion (HS only) Increased bicycling promotion for teens, including rides outside of school or bike repair classes/workshops.	Direct costs: materials, contractor Indirect costs: staff time for outreach and coordination, promotion, mileage
Traffic safety ad campaign Expanded advertising campaigns with traffic safety messages.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion
Increased outreach event presence Increased presence at walking/bicycling to school outreach events.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion, mileage
Outreach campaigns with police/CHP Additional outreach campaigns with police/CHP, such as awards for children who wear helmets or providing senior citizen driving courses.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion, mileage
Air quality public education and outreach Public education and outreach to raise awareness of how changes in travel behavior can reduce emissions and improve air quality.	Direct costs: materials Indirect costs: staff time for outreach and coordination, promotion, mileage
Traffic calming program + enforcement Analysis of local and national survey data on traffic and speeding to inform traffic calming and enforcement program.	Direct costs: materials, analysis Indirect costs: staff time for outreach and coordination, promotion
Walking and bicycling rates Tracking changes in walking and bicycling rates over time across jurisdictions.	Direct costs: materials, analysis Indirect costs: staff time for outreach and coordination, promotion
BikeMobile Vehicle that visits schools to help students repair bikes, teach mechanics and safety, and provide accessories and decoration supplies.	Direct costs: vehicle rental, materials Indirect costs: staff time for outreach and coordination, promotion, evaluation surveys
Crossing Guard Program Adult crossing guards stationed at key locations near schools to help children safely cross the street.	Direct costs: materials, contractor Indirect costs: staff time for outreach and coordination, promotion
increased full-time staff Additional full-time staff members to lead and coordinate programs.	Indirect costs: staff time
New Programs - Transportation	
Transit Ticket Program Free public transit tickets for middle and high school students at the start of every school year.	Direct costs: transit pass Indirect costs: staff time for outreach and coordination, promotion, evaluation surveys
Yellow School Bus Program Home-to-school bus transportation for elementary, middle and high school students.	Direct costs: contractor Indirect costs: staff time for outreach and coordination, promotion, evaluation surveys

Needs Assessment for CCTA SR2S Programs: Summary of Existing and New Program Components

	Total Annual Costs for Countywide Roll-Out of Existing Programs			Annual Costs per Schools for Existing Programs						
	Direct Cost	Indirect Cost	One-Time Cost	Annual Cost	Elementary School	Middle School	High School	Elementary School	Middle School	High School
Existing School-Specific Programs										
Assembly	\$118,311	\$59,690	\$13,515	\$191,500	\$843	\$316	\$331	\$843	\$316	\$331
Walk to School Day	\$31,293	\$39,907	\$30	\$71,200	\$322	\$273	\$0	\$322	\$273	\$0
Walking School Bus	\$274,267	\$888,250	\$400	\$1,162,900	\$2,200	\$4,750	\$4,750	\$2,200	\$4,750	\$4,750
Bike to School Day	\$3,909	\$6,362	\$0	\$10,300	\$0	\$0	\$143	\$0	\$143	\$0
Classroom Video	\$57,331	\$81,820	\$0	\$139,200	\$460	\$438	\$460	\$460	\$438	\$460
Contest/Campaign	\$268,510	\$201,402	\$0	\$469,900	\$1,736	\$515	\$1,158	\$1,736	\$515	\$1,158
High School Traffic Safety and Education Program	\$93,120	\$30,061	\$885	\$124,100	\$0	\$0	\$0	\$0	\$0	\$4,656
Safety Training	\$176,870	\$63,881	\$0	\$240,800	\$694	\$438	\$4,000	\$694	\$438	\$4,000
Road Simulation	\$109,768	\$78,680	\$2,000	\$190,400	\$847	\$424	\$410	\$847	\$424	\$410
Helmet Giveaway	\$187,000	\$50,958	\$0	\$238,000	\$1,900	\$273	\$1,500	\$1,900	\$273	\$1,500
Curricula	\$37,400	\$672,265	\$2,000	\$711,700	\$300	\$3,595	\$3,595	\$300	\$3,595	\$3,595
Existing General Programs										
Infrastructure (indirect costs only)	\$0	\$30,756	\$0	\$30,800	\$0	\$425	\$0	\$0	\$425	\$0
Large Community Event	\$265,029	\$19,249	\$0	\$284,400	\$5,496	\$268	\$0	\$5,496	\$268	\$0

Elementary School	# of Schools / Students			TOTAL
	Middle School	High School	TOTAL	
146	41	30	217	
79,511	34,067	47,168	160,746	

TOTAL ANNUAL COST (estimated countywide roll-out of existing programs)

ES total / school	\$20,000	MS total / school	\$24,000	HS total / school	\$11,000
General program total / school	\$4,000				

Needs Assessment for CCTA SR2S Programs: Summary of Existing and New Program Components

Countywide Costs for New Programs to Supplement Current Offerings		
New Programs - Safety and Education	Cost per School	Annual Countywide Cost
	Parent education night	\$600
Teen bicycling promotion (HS only)	\$3,800	\$70,000
Traffic safety ad campaign	\$1,200	\$150,000
Increased outreach event presence	\$600	\$80,000
Outreach campaigns with police/CHP	\$500	\$60,000
Air quality public education and outreach	\$500	\$60,000
Traffic calming program + enforcement, based on local and national survey data on traffic and speeding	\$400	\$50,000
Program to track walking and bicycling rates over time across jurisdictions	\$500	\$60,000
BikeMobile (ACTC) - mobile bicycle repair vehicle that regularly visits schools, recreation centers, and other applicable sites	\$2,600	\$330,000
Crossing Guard Program	\$17,700	\$3,850,000
Increased full-time staff (assumes 1.5 per RTPC)	\$110,000	\$440,000
SUBTOTAL ANNUAL COST (Education and Safety)		\$5,230,000
New Programs - Transportation		
	Cost per Student	Annual Countywide Cost
Transit Ticket Program (assumes participation by 10% of MS and HS students)	\$600	\$4,870,000
Yellow School Bus Program (assumes participation by 19% of all students)	\$1,400	\$43,665,400
SUBTOTAL ANNUAL COST (Transportation)		\$48,535,400
TOTAL ANNUAL COST (Existing+New Programs)		\$57,630,600

Notes:

- Existing program one-time cost assumed to serve entire county.
- One-time costs and infrastructure (indirect) costs annualized over 5 years.
- Indirect costs reduced by 50% to account for efficiencies gained through increased scale of programming.
- Direct costs applied to two thirds of county schools to account for program roll-out to fraction of schools in given year.
- General program costs attributed to one third of county schools.
- New programs cost per school rounded to the nearest \$100 and annual cost rounded to the nearest \$10k.
- New programs annual cost assumes half of the cost per school is direct and half indirect - indirect costs reduced by 50% and direct costs applied to two thirds of schools
- Transit Ticket Program annual cost assumes 10% of middle and high school students will participate in the program - rounds up 6% public bus mode share in 2011 CCTA survey.
- Yellow School Bus Program annual cost assumes 19% of all students will participate in the program - average of participation rates in Lamorinda and TMAFFIX programs.

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2012 and 2013 GMP Checklist to local jurisdictions. Staff Contact:
Martin Engelmann

End of Consent Calendar

3.0 MAJOR DISCUSSION ITEMS:

Representative (Alternate) Gail Murray arrived at 6:08 p.m.

Commissioner Durant arrived at 6:16 p.m., after which Alternate Leone left the dais.

As the Planning Committee did not meet in January, the following item was referred directly to the Authority:

3.B.2 Presentation Regarding the Contra Costa Mobility Management Plan. 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. Staff Contact: Peter Engel

ACTION: *Commissioner Mitchoff* moved to adopt in concept a mobility management plan, direct staff to work with MTC to determine the possibility of redirecting the grant funding for mobility management plan purposes, request that staff and partner agencies meet with the RTPCs to obtain their comments on the concept and on details and options for implementing a mobility management plan, and return to the Authority in April or May with a robust report for further consideration, seconded by *Commissioner Hudson*. The motion passed 8-2, with dissenting votes by *Commissioner Abelson* and *Commissioner Butt*.

DISCUSSION: Peter Engel, Program Manager, introduced Rick Ramacier, General Manager for Central Contra Costa Transit Authority (CCCTA), and Phil McGuire from Innovative Paradigms, who gave a presentation on the proposed Contra Costa Mobility Management Plan, which was prepared by County Connection, CCCTA. Mr. Engel explained that mobility management was a broad mix of service delivery and support strategies directed at the travel needs of seniors, the disabled, and low income individuals, and that the purpose was to support public and private non-profit transportation services in their efforts to provide better options for the transportation needs of those populations and improved efficiency of public transit funding.

Mr. Ramacier briefly outlined the development of the Contra Costa Mobility Management Plan, which was adopted by the County Connection Board in October. Mr. Ramacier explained that the plan was a result of a reference to mobility management that was included in the Measure J Ordinance, which was approved by voters in 2004. He said that in 2007 CCCTA staff volunteered to take on the task of securing a consultant and producing a countywide Mobility Management Plan, and then applied for and received funding for the plan in part through a New Freedom Grant from MTC. Mr. Ramacier stated that various stakeholders were assembled to choose a consultant and determine the scope of work, and that Innovative Paradigms was selected to complete a resource inventory and develop a Mobility Management Plan.

Mr. Ramacier noted that there had been an explosion of paratransit services being provided by non-transit, social service/non-profit operators. He said that while there were many benefits to the new services being provided, the future for those providers was uncertain because most rely upon grants. He explained that a Mobility Management Plan in Contra Costa could keep volunteer-based programs going, bringing together resources and spreading nominal costs across many different programs and providers.

Mr. McGuire stated that Innovative Paradigms considered the original Request for Proposals (RFP) too narrowly defined, and that CCCTA then agreed to a broader-based approach to mobility management planning as reflected in the proposed plan.

Mr. McGuire gave a PowerPoint presentation on Contra Costa Mobility Management Plan, which was included in the meeting handout packet. The presentation included an overview of (1) the planning process, including outreach, technical background information and necessary functions; (2) structure options; (3) a case study – Valley Transportation Services (VTrans) in San Bernardino; (4) implementation steps and phases; (5) issues; and (6) recommendation.

Commissioner Mitchoff said that it had been brought to her attention that one of the service providers in the ABAG and MTC areas was not included the case study and should be brought into the mix. She asked when a decision would be made about how the program would be developed and what the Authority's role would be.

Mr. McGuire commented that he was very familiar with the agency to which *Commissioner Mitchoff* was referring and that it was discussed in various stakeholder meetings and taken into consideration.

Commissioner Arnerich said while he believed in the mission to deliver much needed services, he did not like the idea of forming another agency with significant administrative overhead and that the Authority had not yet explored identifying the best possible solution.

Representative Worth said that the case studies were just examples of what could be done, and that one of the challenges with the Bay Area was it was the first in the country to identify issues around paratransit and ADA access, and that there were various small agencies trying to deliver the services. She said that the region faces issues relating to the need to travel through various jurisdictions and connectivity. She said that given limited resources and inefficiencies of the current model, the Authority needs to be looking at a better way and that the plan created a framework and pathway.

Representative de Vera asked if the plan would be presented to the various agencies and if it they would need to adopt it also. Mr. Ramacier responded that all of the transit operators were invited and encouraged to attend and participate in the stakeholder meetings.

Mr. Ramacier clarified that the \$9 million in the plan for a fully-functional consolidated transportation service agency assumes that at least that amount is being saved elsewhere on paratransit activities.

Chair Abelson stated that her transit operator (AC Transit) operates in both in Alameda and Contra Costa counties, and said that she had trouble understanding how a countywide plan would serve AC Transit riders. She noted that some of the services proposed in the plan were already being done by AC Transit. Mr. McGuire responded that there was dialogue about pursuing a joint effort between Alameda and Contra Costa both counties, however it did not materialize. He said that the organization proposed would represent Contra Costa County, but the plan would not exclude a relationship with Alameda County and AC Transit on any basis. A brief discussion about ADA eligibility ensued.

Commissioner Metcalf commented that Lamorinda's school bus program (similar to Danville's Traffic program) is operated by the City of Lafayette with very minimal staff costs. He also mentioned another small service being operated in

Lamorinda with a vehicle donated by CCCTA, and said that there is a need for service. Commissioner Metcalf said that he had not yet heard about the plan, and that the Regional Transportation Planning Committees (RTPCs) should be provided the opportunity to weigh-in on it prior to consideration by the Authority.

Commissioner Butt said that he also had not yet heard of the plan, and agreed that it needed to be taken to the RTPCs. He noted that Richmond had its own program and that the issue was very complicated.

Representative (Alternate) Murray urged the Authority to be enthusiastic about a mobility management plan, and that a new Coordinated Transportation Services Agency (CTSA) was not the only option. She emphasized that the impact for seniors and their mobility could be so much greater if all resources could be pooled and that the time was right to begin the planning process.

Commissioner Hudson said that he supported forwarding the plan to the RTPCs for review. He noted that there could be a problem if all transit operators were not supportive and that any concerns of RTPCs were not resolved by the spring.

Commissioner Pierce stated that Central County had a number of different types of providers that operate on a shoestring and provide fabulous services, and that administrative support for those providers would be a great help. She said that while she supported asking the RTPCs to provide feedback, the concept had been discussed for quite some time and the Authority should make a decision to move forward by its next meeting.

Commissioner Durant said that the need for coordination in the area was great, and the dysfunction in the overall system needed to be solved. He said that while the staff recommendation was to adopt the whole plan, the Authority might consider taking action to support part or certain steps of the plan. *Commissioner Durant* asked what led to the recommendation of a CTSA.

Mr. McGuire responded that the process was intended to be phased-in, and that the approach suggested by *Commissioner Durant* could work. Mr. Ramacier added that the County Connection Board adopted the plan that was brought forth as a result of the consultant working with the stakeholder's group. He said that the Board recognized that the whole plan would take considerable work but primarily supported the idea of mobility management and wanted to get started on it.

Commissioner Durant asked how AC Transit could be engaged in a discussion of an inter-regional approach to mobility management. Mr. Ramacier responded that AC Transit had undergone management changes, and perhaps the new General Manager would now be interested in collaborating on the issue.

Commissioner Durant asked what if any consideration was given to a sales tax measure (an extension or new measure) as a continued source of funding. Mr. McGuire there had been very general discussion but there was no detailed plan for a sustainable funding source.

Commissioner Romick suggested that a stakeholder be present when the plan is taken to the RTPCs, to help explain the issues that the Authority is trying to address and to facilitate support. He also said that he was concerned that a county by county approach to mobility management might not address regional connectivity, which needed to be addressed.

Commissioner Arnerich said that he wanted to find the most cost effective way to provide the services.

Commissioner Taylor asked who would present the plan to the RTPCs and for clarification of the schedule. Mr. Engel responded that the recommendation to adopt the plan may have been premature, but with Authority approval staff could work with MTC to ascertain the possibility of redirecting New Freedom Cycle 3 Grant funds for mobility management implementation. He said that it was a good idea to present the plan to the RTPCs, and that he, Mr. Ramacier, and stakeholders or local public transit providers would attend. Mr. Engel said that staff would return to the Authority with a complete report in the spring.

Commissioner Mitchoff said that she would make a motion to adopt in concept a mobility management plan, direct staff to work with MTC to determine the possibility of redirecting the grant funding for mobility management plan purposes, request that staff and partner agencies meet with the RTPCs to obtain their input on the concept of a mobility management plan, and return to the Authority in April or May with a robust report for further consideration.

Commissioner Hudson said that he would second the motion, and that adopting the plan in concept would allow the Authority to consider the RTPCs' input and possible revisions before making a decision on staff's recommendations.

Representative Worth stated that there were differing levels of awareness of the issues and problems throughout Contra Costa County, and varying levels of equity in service delivery. She noted the importance of regional connectivity,

and said that there would likely be funding from MTC for jurisdictions and regions that take on the challenges of mobility coordination. *Representative Worth* said that it would be good for the Authority to find a way to support the concept of mobility management.

Chair Abelson commented that differing levels of service throughout the county had to do with varying priorities. She also noted that the requirements of the Americans with Disabilities Act (ADA) would not be eliminated by any action taken by Authority.

Commissioner Butt said that he could not vote to support the concept of a mobility management plan without first talking with the West County stakeholders and hearing from those in his area.

Commissioner Durant suggested an amendment to the motion, for which he said he was generally supportive. He said that he would like comments and thoughts from the RTPCs on the actual proposed plan as well as the concept of a mobility management plan. *Commissioner Mitchoff* accepted the amendment to the motion.

4.0 REGULAR AGENDA ITEMS:

4.A **Administration & Projects Committee:** *(As the APC did not meet in January, the following item was referred directly to the Authority.)*

4.A.11 Subregional Transportation Needs Program (Program 28c) Allocation

Request. Staff seeks authorization for the Chair to execute Cooperative Agreement No. 28SW.01 with the Southwest Area Transportation Committee (SWAT) jurisdictions and for the Executive Director to make non-substantive changes, if needed. At its October 7, 2013 meeting, SWAT recommended allocation of its share of the Subregional Transportation Needs Program (Program 28c) between its six jurisdictions based on "50/50" population and road miles split formula. Measure J Expenditure Plan allocates 0.235% of Measure J annual sales revenues to Program 28c. Staff Contact: Hisham Noeimi

ACTION: *Commissioner Arnerich* moved to authorize the Chair to execute Cooperative Agreement No. 28SW.01 and authorize the Executive Director to make any necessary non-substantive changes, seconded by *Commissioner Hudson*. The motion passed unanimously, 10-0.

Contra Costa Transportation Authority STAFF REPORT

Meeting Date: January 15, 2014

Subject	Presentation Regarding the Contra Costa Mobility Management Plan
Summary of Issues	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.
Recommendations	<ol style="list-style-type: none"> 1. Adopt the Contra Costa Mobility Management Plan as a blueprint for a countywide mobility management function for implementation; 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 3. Bring back to the Authority in Spring of 2014 details and options for implementing the Mobility Management Plan.
Financial Implications	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.
Options	<ol style="list-style-type: none"> 1. Adopt the plan with recommended revisions. 2. Adopt any combination of the three stated recommendations 3. Do not approve any recommendations
Attachments	A. Contra Costa Mobility Management Plan
Changes from Committee	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.

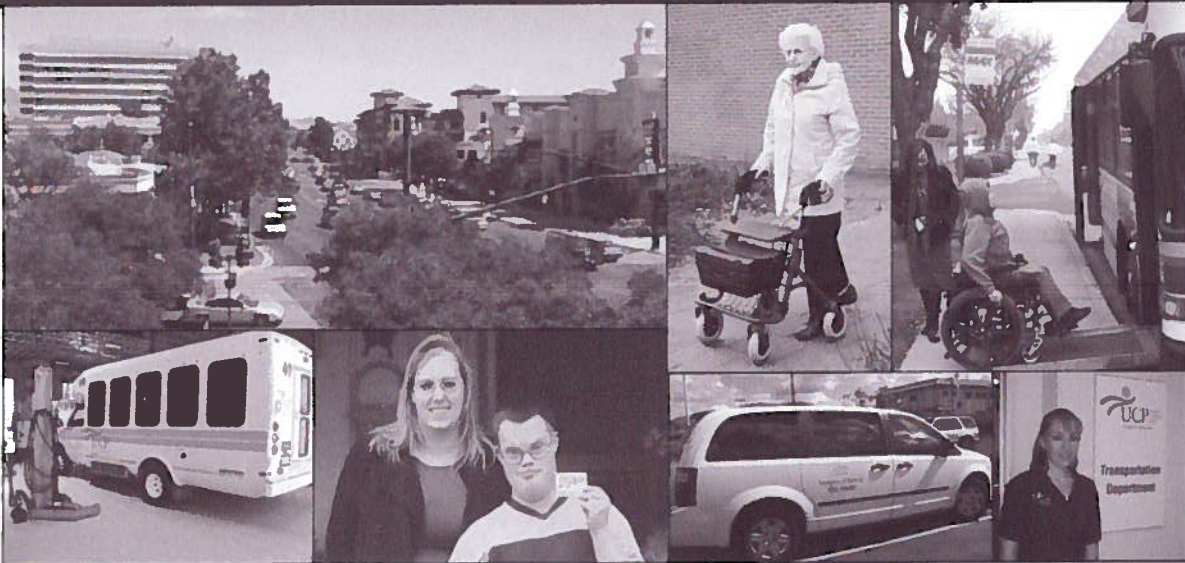
Next steps

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

TABLE OF CONTENTS

EXECUTIVE SUMMARY 4

Chapter 1: METHODOLOGY 6

 Background..... 6

 Methodolgy and Outreach..... 6

Chapter 2: MOBILITY MANAGEMENT STRUCTURE OPTIONS 8

 Consolidated Transportation Services Agency 9

 Consolidated Transportation Services Agency Models..... 11

 Legal Setting 13

 Governing Structure..... 14

 Sample Consolidated Transportation Services Agency Operating Budget 15

Chapter 3: FUNCTIONS 19

 Travel Training 19

 ADA Eligibility Process..... 20

 Agency Partnerships..... 24

 Coordinated Vehicle Maintenance 25

 Volunteer Driver Programs..... 26

 Central Information Program..... 28

 Advocacy Role of Mobility Management 29

 Technical Support 30

Chapter 4: IMPLEMENTATION STEPS 32

 Phase I: Adoption of Plan..... 32

 Phase II: Mobility Management Oversight Board 33

 Phase III: Form CTSA..... 34

 Phase VI: Functional Programs 35

 Implementation Timeline 36

Appendix 1: Stakeholder Planning Group 37

Appendix 2: Case Studies 38

EXECUTIVE SUMMARY

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

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

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

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

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

Contra Costa Mobility Management Plan

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

Chapter 1: METHODOLOGY

Background

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

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

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

Methodology and Outreach

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

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

Contra Costa Mobility Management Plan

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

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

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

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

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

Chapter 2: MOBILITY MANAGEMENT STRUCTURE OPTIONS

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

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

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

Consolidated Transportation Services Agency

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

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

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

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

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

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

What is a CTSA Intended to Do?

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

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

What Can a CTSA Look Like and Accomplish?

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

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

Contra Costa Mobility Management Plan

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.

Contra Costa Mobility Management Plan

- 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.

Contra Costa Mobility Management Plan

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.

Contra Costa Mobility Management Plan

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

Contra Costa Mobility Management Plan

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.

Contra Costa Mobility Management Plan

CTSA Formation Budget

[Estimated formation expense; approximately 6 months]

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

Contra Costa Mobility Management Plan

CTSA Operating Budget: New Nonprofit Corporation

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

Chapter 3: FUNCTIONS

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

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

Travel Training

Existing Travel Training Programs in Contra Costa County

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

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

Contra Costa Mobility Management Plan

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

Contra Costa Mobility Management Plan

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

Contra Costa Mobility Management Plan

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.

Contra Costa Mobility Management Plan

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

Contra Costa Mobility Management Plan

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 Mobility Management Plan

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

CSAs 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.

Contra Costa Mobility Management Plan

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

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

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

Driver Training and Professional Development

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

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

Chapter 4: IMPLEMENTATION STEPS

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

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

Phase I: Adoption of the Plan

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

Phase II: Formation of a Mobility Management Oversight Board

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

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

Guiding Principles

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

Mobility Management Oversight Board Structure and Functions

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

Phase III: Form a CTSA as the Mobility Management Agency

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

Funding

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

Contra Costa Mobility Management Plan

- 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.

Contra Costa Mobility Management Plan

Implementation Timeline

CTSA Implementation Time Line (approximate)

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

Contra Costa Mobility Management Plan

Appendix 1

Contra Costa Mobility Management Plan Stakeholder Planning Group

Charlie Anderson	WestCAT	510-724-3331	charlie@westcat.org
Christina Alienza	WCCTAC	510-215-3044	christinaa@ci.san-pablo.ca.us
Laramie Bowron	CCCTA	925-680-2048	bowron@cccta.org
Heidi Branson	Tri-Delta Transit	925-754-6622	HBranson@eccta.org
Mary Bruns	LaMorinda Spirit Van	925-284-5546	mbruns@ci.lafayette.ca.us
Sam Casas	City of Richmond	510-621-1258	Samuel_Casas@ci.richmond.ca.us
Laura Corona	Regional Center of the East Bay	510-618-7726	lcorona@rceb.org
Peter Engel	CCTA	925-256-4741	pengel@ccta.net
Carol Ann McCrary	Contra Costa ARC	925-595-0115	cmccrary@arcofcc.org
Teri Mountford	City of San Ramon Senior Center	925-973-3271	tmountford@sanramon.ca.gov
Penny Musante	Futures Explored	925-284-3240	pennymusante@futures-explored.org
Ann Muzzini	CCCTA		muzzini@cccta.org
Joanna Pallock	WCCTAC	510-215-3053	joannap@ci.san-pablo.ca.us
Elaine Clark	Meals on Wheels	925-937-8311 x 122	eclark@mowsos.org
Kathy Taylor	Meals on Wheels	925-937-8311 x 119	ktaylor@mowsos.org
Debbie Toth	RSNC Mt. Diablo Center for Adult Day Health Care	925-682-6330 x 111	dtoth@rsnc-centers.org
John Rodriguez	Contra Costa Developmental Disabilities Council	925-313-6836	John.Rodriguez@hdsd.cccounty.us
Elaine Welch	Senior Help Line Services	925-284-6699	elaine@seniorhelpline.net

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.

Contra Costa Mobility Management Plan

- 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.

Contra Costa Mobility Management Plan

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:

Contra Costa Mobility Management Plan

- 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.

Contra Costa Mobility Management Plan

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).

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**METROPOLITAN
TRANSPORTATION
COMMISSION**

Joseph P. Bort MetroCenter
101 Eighth Street
Oakland, CA 94607-4700
TEL 510.817.5700
TTY/TDD 510.817.5769
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EMAIL info@mtc.ca.gov
WEB www.mtc.ca.gov

March 3, 2014

Amy Rein Worth, Chair
Cities of Contra Costa County

Bay Area Partnership (via email list)

Dave Cortese, Vice Chair
Santa Clara County

RE: TIGER 6 Regional Endorsement Process – Call for Interest

Alicia C. Aguirre
Cities of San Mateo County

Dear Eligible Applicants:

Tom Asunbrado
U.S. Department of Housing
and Urban Development

The U.S. Department of Transportation (DOT) recently released a Notice of Funding Availability (NOFA) for the \$600 million Transportation Investment Generating Economic Recovery (TIGER) 6 grant program. For the past five TIGER rounds, the Commission has endorsed a focused set of projects, with the goal of securing funding for the most competitive projects for the Bay Area. MTC is soliciting Letters of Interest from project sponsors intending to submit TIGER 6 grants to the U.S. DOT to identify candidates for TIGER 6 regional endorsement.

Tom Bates
Cities of Alameda County

David Campos
City and County of San Francisco

Bill Dodd
Napa County and Cities

Dorene M. Giacomini
U.S. Department of Transportation

For this extremely competitive program, staff intends to use this call for projects to develop a recommended endorsement list focusing on a limited number of regional priority projects that appear competitive based on the TIGER 6 selection criteria. Staff will present this recommended list to the MTC Legislation Committee on April 11th, 2014. As in past rounds, eligible agencies are permitted to submit projects without regional endorsement.

Federal D. Glover
Contra Costa County

Scott Haggerty
Alameda County

Anne W. Halsted
San Francisco Bay Conservation
and Development Commission

Steve Kinsey
Marin County and Cities

Sam Liccardo
San Jose Mayor's Appointee

To be considered for regional endorsement, please submit a Letter of Interest to MTC by Monday, March 17th. Letters of Interest should be a maximum of five pages and include the following:

Mark Luce
Association of Bay Area Governments

Jake Mackenzie
Sonoma County and Cities

Joe Pirzynski
Cities of Santa Clara County

Jean Quan
Oakland Mayor's Appointee

Bijan Sartipi
State Business, Transportation
and Housing Agency

James P. Spring
Solano County and Cities

Adrienne J. Tanner
San Mateo County

1. Project Title and Brief Description
2. Project Scope: Summary of the project scope
3. Project Budget: Total project cost and funding plan, including TIGER 6 funding request and additional committed funding sources
4. Project Schedule: Projected dates for Environmental Clearance, Design Completion, Construction Start and End dates
5. Summary of project's regional and/or national significance
6. Demonstrate how project addresses project selection criteria included in NOFA
7. Confirm project is included in Plan Bay Area (reference relevant project/program number)
8. Project Map (attachment to letter)

Scott Wiener
San Francisco Mayor's Appointee

Please send Letters of Intent or direct any questions to Kenneth Folan (510-817-5804 or kfolan@mtc.ca.gov).

Steve Heninger
Executive Director

Ann Flemer
Deputy Executive Director, Policy

Andrew B. Fremier
Deputy Executive Director, Operations

Sincerely,

Alix Bockelman
Director, Programming and Allocations

Attachment 2
List of Project Funding Requests and Recommended Grant Awards – Cycle 5

Project Sponsors	Project Name	Capital / Planning	Amount Requested	Recommended Award
AC Transit	Webster Street Stop and Streetscape Improvements	Capital	\$745,360	\$0
AC Transit	Bus Bulb Parklet Design Standards and Guidelines Manual	Plan	\$100,000	\$100,000
AC Transit	Design Standards and Guidelines Manual for Safe and Efficient Multi-modal Transit Stops and Corridors	Plan	\$100,000	\$100,000
BART	West Oakland BART Bike Station	Capital	\$415,000	\$0
BART	Daly City BART Station Improvements	Capital	\$600,000	\$0
City of Albany	Albany Transit Wayfinding Signage for Bikes and Pedestrians	Capital	\$445,230	\$0
City of Concord	Concord Bike and Pedestrian Access to Transit	Plan	\$200,000	\$200,000
City of East Palo Alto	University Bayshore Complete Streets Plan	Capital	\$200,000	\$0
City of East Palo Alto	University Overcrossing Stage 2 Bicycle Component	Capital	\$750,000	\$0
City of El Cerrito	San Pablo Avenue Specific Plan and Complete Streets Plan	Plan	\$100,000	\$100,000
City of Napa	Napa Valley Vine Trail Gap Closure and Transit Connection	Capital	\$483,000	\$0
City of Oakland	Access Improvements to Lake Merritt BART Station	Capital	\$342,110	\$278,521
City of Oakland	Rockridge BART Access Improvements	Capital	\$472,000	\$472,000
City of Richmond	Carlson Boulevard Crosstown Connection Project	Capital	\$500,000	\$500,000
City of San Jose	St. John Street Bicycle and Pedestrian Boulevard	Capital	\$500,000	\$0
City of San Rafael	Regional Transportation System Enhancements	Capital	\$500,000	\$0
City of South San Francisco	South San Francisco Caltrain Station Ped and Bike Underpass Plan	Capital	\$200,000	\$200,000

**Attachment 2
List of Project Funding Requests and Recommended Grant Awards – Cycle 5**

Project Sponsors	Project Name	Capital / Planning	Amount Requested	Recommended Award
City of Sunnyvale	Intermodal Transit Station Secure Electric Bike Locker Parking	Capital	\$107,200	\$0
City of Sunnyvale	Sunnyvale and Lawrence Caltrain Station Ped Access Improvements	Capital	\$441,130	\$0
City of Union City	Sidewalk Gap Closure Alvarado Niles Rd to Union Landing	Capital	\$650,000	\$0
City of Vacaville	Allison Priority Development Bike Ped Improvements	Capital	\$265,000	\$0
City of Vallejo	Curtola Parkway Class I Bike Path	Capital	\$978,750	\$750,000
City of Walnut Creek	Complete Streets	Capital	\$309,050	\$0
Marin Department of Public Works	San Quentin Village Safe Access Gap Closure and Transit Stop Improvement Project	Capital	\$750,000	\$750,000
San Francisco MTA	Balboa Park Station Access and Safety	Capital	\$315,000	\$278,521
San Francisco MTA	Citywide Bicycle Wayfinding System	Capital	\$440,000	\$0
San Francisco MTA	Long Term Bicycle Parking	Plan	\$200,000	\$200,000
Santa Clara Valley TA	Eastridge Transit Center Sidewalk Gap Closure Signal Modification	Capital	\$375,000	\$0
Santa Clara Valley TA	Countywide Pedestrian Access to Transit Plan	Plan	\$100,000	\$100,000
Sonoma Marin Area Rail Transit District	Regional SMART Pathway College Ave to Guerneville Rd	Capital	\$750,000	\$750,000
TOTAL			\$12,333,830	\$4,779,042



Active Transportation Program Workshop - Richmond

LINKS TO HELPFUL RESOURCES

ATP GUIDELINES & PROGRAM INFORMATION:

Updated guidelines, application and other important ATP program information are available on the California Transportation Commission website: <http://www.catc.ca.gov/programs/ATP.htm>

Caltrans Headquarters Contact: Teresa McWilliam at Caltrans HQ, in Sacramento:
teresa.mcwilliam@dot.ca.gov or (916) 653-0328

Technical Assistance Resource Center for Safe Routes to School projects and non-infrastructure projects applying to the ATP: This Center is run by the California Dept. of Public Health:
<http://www.casaferoutestoschool.org/>

STATEWIDE DATA RESOURCES:

Safe Transportation Research and Education Center (SafeTREC) <http://safetrec.berkeley.edu/>

This is a Center of the University of California, Berkeley, affiliated with the School of Public Health and the Institute of Transportation Studies. They created a valuable resource known as the Transportation Injury Mapping System (TIMS) to provide data and mapping analysis tool and information for traffic safety related research, policy and planning. TIMS: <http://tims.berkeley.edu/>

Strategic Growth Council

The SGC created a comprehensive list of state information related to resources, land use, transportation and public health. You can find them on pages 52-56 of their 2013 grant guidelines: http://www.sgc.ca.gov/docs/Grant_Guidelines_and_Application_2013_Solicitation.pdf

BAY AREA RESOURCES:

Maps of Disadvantaged Communities:

Maps available at the Bay Area Integrated Regional Water Management Program website:
<http://bairwmp.org/dac/dac-info>

Metropolitan Transportation Commission Communities of Concern map:

<http://geocommons.com/maps/118675>

Plan Bay Area Equity Analysis Report:

Data on how communities of concern are defined and on equity analysis results:

http://onebayarea.org/pdf/final_supplemental_reports/FINAL_PBA_Equity_Analysis_Report.pdf

Explanation of the methodology used to create equity analysis measures for the Plan Bay Area Equity Analysis Report: http://onebayarea.org/pdf/final_supplemental_reports/FINAL_PBA_Equity_Analysis_Report-Appendices.pdf

Department of Public Health Reports by County – North Bay Area:

Alameda County Public Health Department Social and Health Equity Reports:

<http://www.acphd.org/data-reports/reports-by-topic/social-and-health-equity.aspx>

Alameda County Public Health Department City, County, and Region Health Reports:

<http://www.acphd.org/data-reports/reports-by-topic/city,-county,-and-region-reports.aspx>

San Francisco Department of Public Health Program on Health, Equity and Sustainability:

<http://www.sfpbes.org/index.php>

Marin County Health Reports:

<http://www.healthymarin.org/index.php?module=Article&func=collection&cid=1&topic=5>

Contra Costa Health Services Health Data Reports: <http://cchealth.org/health-data/reports.php>

ONLINE TOOL TO CREATE STREET RENDERINGS - <http://streetmix.net/>

RECREATIONAL TRAILS PROGRAM:

Next call for projects in 2015; information at California State Parks website:

http://www.parks.ca.gov/?Page_id=24324

GENERAL TRAIL INFORMATION:

Browse Rails-to-Trails Conservancy's resources, including our Trail Building Toolbox, Resource Library (including fact sheets and research reports), blog and listserv here:

<http://www.railstotrails.org/ourWork/trailBuilding/index.html>

ENVIRONMENTAL ENHANCEMENT AND MITIGATION PROGRAM:

Guidelines and application available late March; proposals due June 30, 2014:

<http://resources.ca.gov/eem/>

Technical Coordinating Committee *STAFF REPORT*

Meeting Date: February 20, 2014

Subject	Draft Process and Criteria for the PDA Planning Grant Program
Summary of Issues	As part of its Resolution 4035, MTC allocated \$2.745 million to the Authority to fund the PDA Planning Grant Program. According to the resolution, “[g]rants will be made to jurisdictions to provide support in planning for PDAs in areas such as providing housing, jobs, intensified land use, promoting alternative modes of travel to the single occupancy vehicle, and parking management.” The Authority’s Initial PDA Strategy included criteria and a basic process for implementing the program in Contra Costa. Authority staff has refined the process and criteria based on feedback from the planning directors and changes to MTC guidelines for the program. Staff now seeks TCC input on the process and criteria.
Recommendations	Review and comment on the draft process and criteria for allocating the \$2.745 million in PDA Planning Grant funds
Financial Implications	MTC has allocated \$2.745 million in federal Surface Transportation Program funds to Contra Costa for the PDA Planning Grant Program
Options	Accept process and criteria as outlined in the Initial PDA Investment & Growth Strategy
Attachments	<ul style="list-style-type: none"> A. Proposed guidelines and process for Contra Costa PDA Planning Grant Program B. MTC/ABAG Cycle 6 PDA Planning Program Call for Projects C. Outline and technical approach to the 2014 Update to the Contra Costa PDA Investment & Growth Strategy
Changes from Committee	

Background

In the final version of its Resolution 4035, MTC allocated \$20 million to the nine Bay Area counties for PDA Planning Grants. The Authority was allocated \$2.745 million for PDA planning in Contra Costa. In addition, MTC retained an additional \$20 million for the regional PDA planning grants and planning assistance, both of which programs are regionally competitive.

Resolution 4035 on page 9 describes the PDA Planning Grants as follows:

PDA Planning Grants: MTC and ABAG's PDA Planning Grant Program will place an emphasis on affordable housing production and preservation in funding agreements with grantees. Grants will be made to jurisdictions to provide support in planning for PDAs in areas such as providing housing, jobs, intensified land use, promoting alternative modes of travel to the single occupancy vehicle, and parking management. These studies will place a special focus on selected PDAs with a greater potential for residential displacement and develop and implement community risk reduction plans. Grants will be made to local jurisdictions to provide planning support as needed to meet regional housing goals. Also program funds will establish a new local planning assistance program to provide staff resources directly to jurisdictions to support local land-use planning for PDAs.

Local PDA Planning & Implementation: Funds are made available to support local jurisdictions in their planning and implementation of PDAs in each of the nine counties, developed through the county PDA Investment & Growth Strategy in consultation with ABAG and MTC. Funding is distributed to the county CMAs (with funds for San Francisco distributed to the City/County of San Francisco planning department) using the OBAG distribution formula with no county receiving less than \$750,000 as shown in Appendix 5. Local jurisdictions will either directly access these funds through Caltrans Local Assistance similar to other OBAG grants provided to them by the CMAs, the CMAs may choose to provide individual grants to local jurisdictions through a single program administered by the CMA, or the CMA may request that ABAG administer the grants in cooperation with the local jurisdictions. CMA grants to local jurisdictions and the expenditure of funds by the San Francisco Planning Department are to be aligned with the recommendations and priorities identified in their adopted PDA Growth and Investment Strategy; as well as to the PDA Planning Program guidelines as they apply only to those activities

relevant to those guidelines. The CMAs are limited to using no more than 5% of the funds for program administration.

As noted above, Contra Costa was allocated \$2.745 million through the "Local PDA Planning & Implementation" component of Resolution 4035.

The Resolution gave the Authority three options for administering the funds

1. Let selected sponsors go through the local assistance process individually,
2. Administer the grants itself through a single program, or
3. Let ABAG administer the program.

The Authority has chosen the second option and is in the process of getting an E-76 through the Caltrans Local Assistance process for Contra Costa's PDA Planning Grant program.

The process for allocating the PDA Planning Grant funding will involve the following steps:

1. The Authority will create a list of qualified consultant teams with the expertise to provide the planning services needed for the planning studies.
2. The Authority will select projects for funding using the adopted screening and selection criteria and other program guidelines, both regional and county.
3. Authority and agency staff will work together to develop a scope of services to be funded through the planning grant and select and negotiate with a consultant team to provide those services.

This proposed process is described in greater detail in Attachment A.

Relationship to PDA Investment & Growth Strategy

Resolution 4035 on page 9 requires "CMA grants...to be aligned with the recommendations and priorities identified in their adopted PDA Growth and Investment Strategy...." The Initial PDA Strategy, adopted by the Authority in April 2013, included Appendix F which outlines the goals, funding details, potential planning elements, and

selection criteria for the program. The proposed guidelines for the Contra Costa PDA Planning Grant program are based on and expand upon the guidelines in Appendix F.

Resolution 4035 also requires that the Authority and other CMAs update that strategy annually. The annual update is underway as described below.

Relationship to MTC/ABAG Regional PDA Planning Grant Program

As noted above, Resolution 4035 allocated funding to both regional and county ("local") PDA Planning Grant programs. In January, MTC released a call for projects for funding through the regional program. (See Attachment B.) Applications are due to MTC on April 2, 2014 and a draft list of recommendations is scheduled to be ready on May 7, 2014. Potential sponsors may apply for either or both of the regional and county programs.

Schedule for the Contra Costa PDA Planning Grant Program

In December, the Authority agreed to a schedule that would have the call for projects for the PDA Planning Grant program to be released on April 16, 2014. This will allow any revisions to the PDA Planning Grant guidelines in the Initial PDA Strategy to be incorporated into the 2014 update to that strategy. (The Authority must adopt the update at its April 16 meeting to submit it by May 1, 2014, as required by MTC.)

To give applicants time to respond to the call for projects, especially those that also applied for the regional PDA Planning Grant program — draft recommendations for that program won't be available until May 7 — Authority staff is suggesting that the due date for submitting applications be set at June 12, 2014. This would give applicants eight weeks to prepare their applications and three weeks for the review committee to review and rate them. The TCC would review the committee's recommendations at its July 17 meeting. Because the Authority does not usually meet in August, they would act on the recommendations at their September meeting.

The Authority could opt to delay the call for projects to May 21, following action by on the regional program at the May 14, 2014 of MTC's Programming & Allocations Committee.

Update of the PDA Investment & Growth Strategy

As noted above, the Authority adopted its Initial PDA Investment & Growth Strategy in April 2013. The updated PDA Strategy must be submitted to MTC by May 1, 2014.

Attachment C includes the outline and approach for the update to the 2014 PDA Strategy which the Authority approved in December 2013. The draft update to the PDA Strategy will be reviewed by the PDA Working Group in early March and subsequently forwarded to the TCC for its review. Planning Committee and Authority review and approval would occur in April.

Any changes that the Authority makes to the PDA Planning Grant Program guidelines will be reflected in a revised Appendix F in the updated PDA Strategy as required by MTC's Resolution 4035.

Retention of Contract Planning Manager to Assist Authority Staff

The Authority is in the process of contracting with a planning consultant to manage the implementation of the PDA Planning Grant Program. This staff person or persons will help select projects and develop the scopes of services, consultant support and funding agreement needed to implement the PDA Planning Grant Program. The Authority hopes to engage this additional staff in March 2014.

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Schedule for PDA Planning Grants and 2014 PDA Strategy

PDA Planning Grants	2014	PDA Strategy
TCC reviews criteria & process	2/20	
PDA Working Group reviews PDA criteria & process	3/10-3/12 (TBD)	PDA Working Group reviews draft 2014 PDA Strategy, including PDA Planning Grant criteria & process
TCC reviews PDA Planning Grant criteria & process	3/20	TCC reviews draft 2014 PDA Strategy
PC reviews PDA Planning Grant criteria & process	4/2	PC reviews draft 2014 PDA Strategy
Authority approves release of PDA Planning Grant call for projects	4/16	Authority adopts 2014 PDA Strategy
"Call for Projects" released	4/18	
MTC releases list of recommended projects for regional PDA Planning Grant Program	5/7	
Applications for Contra Costa PDA Planning Grants due	6/12	
TCC Subcommittee reviews applications	6/16-7/2	
TCC reviews PDA Planning Grants	7/17	
TCC Special Meeting (if necessary)	7/31	
PC recommends PDA Planning Grants	9/3	
Authority approves PDA Planning Grants	9/17	

San Pablo Senior Transportation & Paratransit



CITY OF SAN PABLO
City of New Directions

DOOR-TO-DOOR SHUTTLE

What is the Door to Door Shuttle?

The Door to Door Shuttle service provided by the City of San Pablo is for Seniors or persons with a disability, who are San Pablo Residents. The shuttle will pick you up at your home and deliver you to your destination.

When can I use the Door to Door Shuttle?

The Door to Door Shuttle runs Monday through Friday, 9:30am to 4:30pm.

Why should I use the Door to Door Shuttle?

This service is intended to help seniors and persons with a disability travel within the local area. Whether it's a trip to the senior center, grocery store, restaurants, medical appointments, or religious service our drivers can take you there.

How much does it cost?

The Door-to-Door Shuttle cost is \$1 per ride. Riders can purchase a book of tickets from the San Pablo Senior Center (1943 Church Lane). The book is equivalent to 10 rides or five round trip rides. Cost for the book is \$10 and can be purchased by check or cash.

How do I get a ride?

Reservations can be made up to 3 days in advance by calling Belinda Graham at (510) 215-3095.

Same day rides may be available but not guaranteed. When you call please provide the following : first and last name, telephone number, address for pick up and address for your destination. You will also need to fill out an application prior to riding.



Questions?

Please contact Belinda Graham at (510) 215-3095 or belindag@sanpabloca.gov

San Pablo Senior Transportation and Paratransit is supported by Contra Costa County Measure J funds.

1943 Church Lane
San Pablo, CA 94806
Phone: (510) 215-3095
Fax: (510) 215-2114
www.SanPabloCA.gov

*Providing a safe, affordable and enjoyable
experience for San Pablo seniors and persons with a
disability.*



Two-Day Conference: "Transit & Cities: Past, Present, Future"

Start: 03/20/2014

End: 03/21/2014

Location: [David Brower Center 2150 Allston Way, Berkeley, CA](#)

Thursday and Friday, March 20 and 21

Two-Day Conference: "[Transit & Cities: Past, Present, Future](#)"

Keynote Speakers: Jaime Lerner (Former Mayor, Curitiba, Brazil), Peter Calthorpe (*The Next American Metropolis* and *Urbanism in the Age of Climate Change*), Therese McMillan (Deputy Administrator, Federal Transit Administration)

Host and Event Moderator: Robert Cervero

(Director, IURD; *The Transit Metropolis* and *Transit Villages for the 21st Century*); **Discussant:** Allan Jacobs (*Great Streets*)

Plenary Panels on:

International Perspectives—Moderator and Speaker: Elizabeth Deakin (Former Director, UCTC; UCB) Other Speakers: Robert Cervero, Harrison Fraker (UCB); and Erick Guerra (University of Pennsylvania)

Transit and Urban Design—Moderator and Speaker: Elizabeth Macdonald (UCB) Other Speakers: Joyce Drohan (Perkins & Will); Scot Hein (City of Vancouver Urban Design Studio); Anastasia Loukaitou-Sideris (UCLA); and Jeff Tumin (Nelson\Nygaard)

Inclusive Cities and Transit—Moderator and Speaker: Karen Chapple Other Speakers: Evelyn Blumenberg (UCLA); Deborah McKoy (UCB Center for Cities & Schools); and Rachel Weinberger (Nelson\Nygaard)

The Economics of Sustainable Transport—Moderator and Speaker: Dan Chatman (UCB) Other Speakers: Dena Belzer (Strategic Economics); Michael Duncan (Florida State University); and Jin Murakami (City University of Hong Kong)

Modeling and Visualizing Urban Futures—Moderator and Speaker: Paul Waddell (UCB) Other Speakers: Clint Daniels (SANDAG-San Diego Association of Governments); Gordon Garry (SACOG-Sacramento Area Council of Governments); and David Ory (MTC-Metropolitan Transportation Commission)

Event Sponsor and Host: Institute of Urban and Regional Development

Event Co-sponsor: University of California Transportation Center, University of California, Berkeley

Location: [David Brower Center, 2150 Allston Way, downtown Berkeley](#). [View Larger Map](#)

Conference Registration: \$150 registration. Includes meals, evening reception, and refreshments.

(Registration is First come/First served, sign up before it fills!)

Register here: <https://www.rsgonline.com/Register/Checkin.aspx?EventID=1387070>

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