



Meeting Notice

1333 Broadway, Suites 220 & 300, Oakland, CA 94612 • PH: (510) 208-7400 • www.AlamedaCTC.org

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Executive Director

Arthur L. Dao

Citizens Watchdog Committee

Monday, July 8, 2013, 6:30 p.m.

1333 Broadway, Suite 300

Oakland, CA 94612

Mission Statement

The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.

Public Comments

Public comments are limited to 3 minutes. Items not on the agenda are covered during the Public Comment section of the meeting, and items specific to an agenda item are covered during that agenda item discussion. If you wish to make a comment, fill out a speaker card, hand it to the clerk of the Commission, and wait until the chair calls your name. When you are summoned, come to the microphone and give your name and comment.

Reminder


Please turn off your cell phones during the meeting. Please do not wear scented products so individuals with environmental sensitivities may attend the meeting.

Glossary of Terms

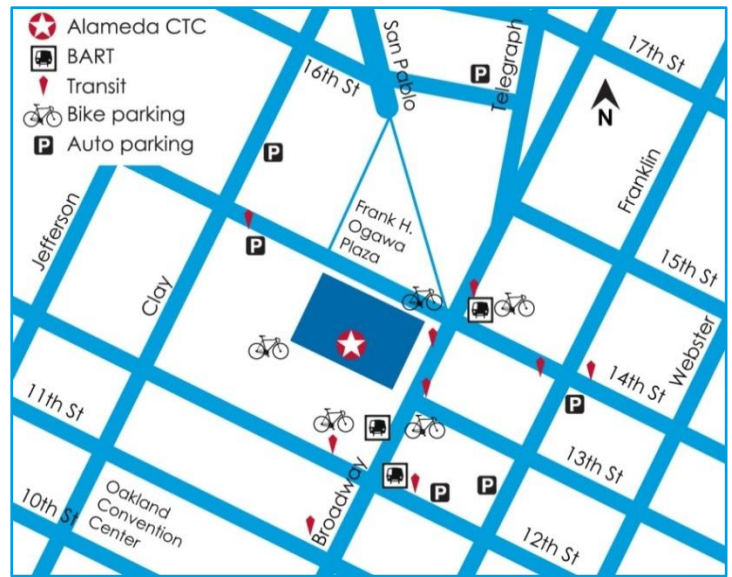
A glossary of terms that includes frequently used industry terms and acronyms is available on the Alameda CTC website at

www.AlamedaCTC.org/app_pages/view/8081.

Location Map

 Alameda CTC
1333 Broadway, Suite 300
Oakland, CA 94612

Alameda CTC is accessible by multiple transportation modes. The office is a few steps away from the City Center/12th Street BART station. There are bus stops for major AC Transit lines in front of the building and across the street. Bicycle parking is available inside the building and in electronic lockers at 14th Street and Broadway near Frank Ogawa Plaza (requires purchase of key card from bikelink.org).



Garage parking is available for autos and bicycles in the City Center Garage (enter on 14th Street between Broadway and Clay). Visit the Alameda CTC website to access tools to plan your trip: <http://www.alamedactc.org/directions.html>.

Accessibility

Public meetings at Alameda CTC are wheelchair accessible under the Americans with Disabilities Act. Guide and assistance dogs are welcome. Call 510-893-3347 (Voice) or 510-834-6754 (TTD) five days in advance to request a sign-language interpreter.



Meeting Schedule

The Alameda CTC meeting calendar lists all public meetings and is available at www.AlamedaCTC.org/events/upcoming/now.

Paperless Policy

On March 28, 2013, the Alameda CTC Commission approved the implementation of paperless meeting packet distribution. Hard copies are available by request only. Agendas and all accompanying staff reports are available electronically on the Alameda CTC website at www.AlamedaCTC.org/events/month/now.

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Citizens Watchdog Committee
 Meeting Agenda
 Monday, July 8, 2013, 6:30 p.m.

1333 Broadway, Suites 220 & 300, Oakland, CA 94612 • PH: (510) 208-7400 • www.AlamedaCTC.org

PUBLIC HEARING AGENDA

Chair: James Paxson
Vice Chair: Harriette Saunders
Staff Liaisons: Tess Lengyel,
 Patricia Reavey
Public Meeting Coordinator: Angie Ayers

6:30 – 6:35 p.m.
 James Paxson

1. Welcome and Call to Order

6:35 – 6:45 p.m.
 James Paxson

2. Report from Chair/Review of CWC Annual Report

Page A/I

2.1. Approval of CWC 11th Annual Report 1 A

6:45 – 6:59 p.m.
 Public

3. Public Comment

7:00 p.m.
 James Paxson

4. Close Public Hearing on CWC Annual Report

REGULAR MEETING AGENDA

(immediately follows closure of Public Hearing)

7:00 – 7:05 p.m.
 James Paxson

5. Welcome and Introductions

7:05 – 7:10 p.m.
 James Paxson

6. CWC Meeting Minutes

6.1. Approval of June 10, 2013 CWC Meeting Minutes 9 A

7:00 – 7:05 p.m.
 Patricia Reavey

7. Report on the CWC Pre-audit Subcommittee Meeting

7.1. CWC Pre-Audit Subcommittee Minutes 15 I

7:30 – 7:50 p.m. James Paxson	8. Approval of Final CWC Annual Report, Publication Methods and Costs, and Press Release; Discussion of Outreach Objectives		
	8.1. CWC 11th Annual Report See Public Hearing Item 2		A
	8.2. Proposed Outreach Activities and Costs	19	A
	8.3. Draft CWC Annual Report Press Release	35	A
	8.4. Proposed Outreach Objectives from Chair and CWC Member	37	A
7:50 – 8:10 p.m. Staff	9. Staff Responses to CWC Requests for Information		
	9.1. Update on Authorization to Proceed to Initiate a FY2013-14 Debt Issuance	39	I
	9.2. Alameda CTC Debt Policy	43	I
8:10 – 8:25 p.m. CWC Members	10. CWC Member Reports/Issues Identification (Verbal)		
	10.1. CWC Issues Identification Process and Form	53	I
8:25 – 8:30 p.m. Staff	11. Staff Reports/Board Actions (Verbal)		
	11.1. CWC Calendar FY13-14	57	I
	11.2. CWC Roster	59	I
8:25 – 8:30 p.m. James Paxson	12. Adjournment		

Next Meeting: November 4, 2013

All items on the agenda are subject to action and/or change by the Commission.

CITIZENS WATCHDOG COMMITTEE 11th ANNUAL Report to the Public



The City of Hayward used \$1.8 million of voter-approved local sales tax dollars to improve its local streets and roads in FY11-12.

Measure B Sales Tax Activities

IN NOVEMBER 2000, ALAMEDA COUNTY VOTERS APPROVED MEASURE B, which extended the county's half-cent transportation sales tax to 2022 and set forth a 20-year Expenditure Plan. Measure B also established a Citizens Watchdog Committee (CWC) to review all Measure B expenditures on projects, programs and administration for compliance with the Expenditure Plan, including timely project delivery.

The CWC reports its findings annually to the public. This 11th annual report covers expenditures during the fiscal year ended June 30, 2012 (FY11-12), and CWC activities since July 1, 2011. CWC members performed a number of activities to ensure appropriate use of transportation sales tax funds, review compliance reports for adherence to new policies and improve reporting processes.

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In FY11-12, Alameda CTC expended \$149.7 million of Measure B funds for transportation improvements in Alameda County.

Citizens Watchdog Committee Activities 3

In its "watchdog" role, the CWC reviews expenditures for consistency with the voter-approved Expenditure Plan and reports to the public.

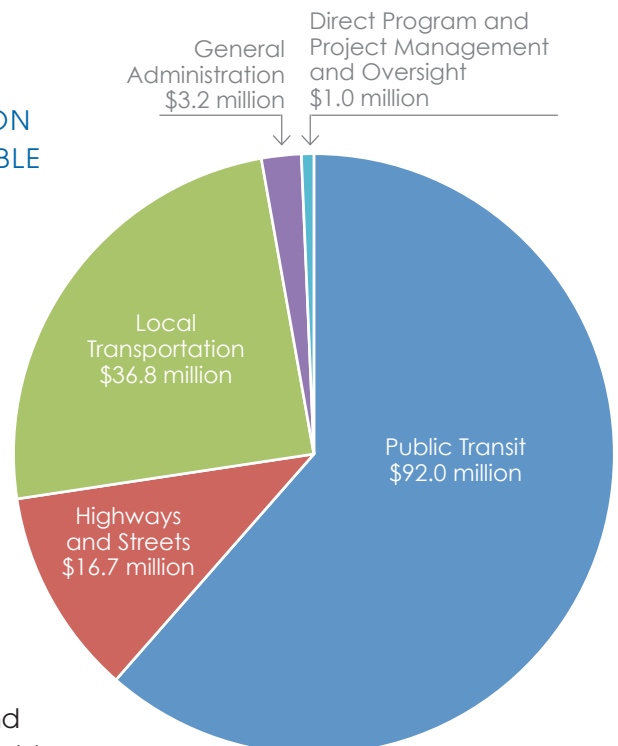
Alameda CTC Programs and Projects 5

Alameda CTC allocates approximately 60 percent of Measure B funds to transportation programs and approximately 40 percent to projects.

Measure B Summary of Expenditures

THE ALAMEDA COUNTY TRANSPORTATION COMMISSION (ALAMEDA CTC) IS RESPONSIBLE for administering the Measure B half-cent transportation sales tax measure as well as congestion management agency functions. In FY11-12, Measure B revenues totaled \$112.6 million. Measure B audited expenditures of \$149.7 million in FY11-12 for different transportation modes include \$92.0 million for public transit, \$36.8 million for local transportation, \$16.7 million for highways and streets, \$3.2 million for general administration and \$1.0 million for direct program and project management and oversight.

Fiscal Year 2011-2012 Audited Expenditures by Transportation Mode



Financials At-a-Glance

Alameda CTC FY11-12 Audited Expenditures (\$ in millions rounded)

Public Transit	\$92.0
Pass-through Funding - Transit Service	\$22.8
Pass-through Funding - Paratransit	9.7
Express Bus Grants	0.8
Paratransit Grants	1.1
Cash Flow Stabilization Grants	0.2
Public Transit Capital Projects	57.4
Highways and Streets Capital Projects	16.7
Local Transportation	36.8
Pass-through Funding - Local Streets and Roads	24.0
Pass-through Funding - Bicycle and Pedestrian	4.1
Bicycle and Pedestrian Grants	1.1
Transit Center Development Grants	0.5
Local Transportation Capital Projects	7.1
General Administration	3.2
Direct Program and Project Management and Oversight	1.0
Total:	\$149.70

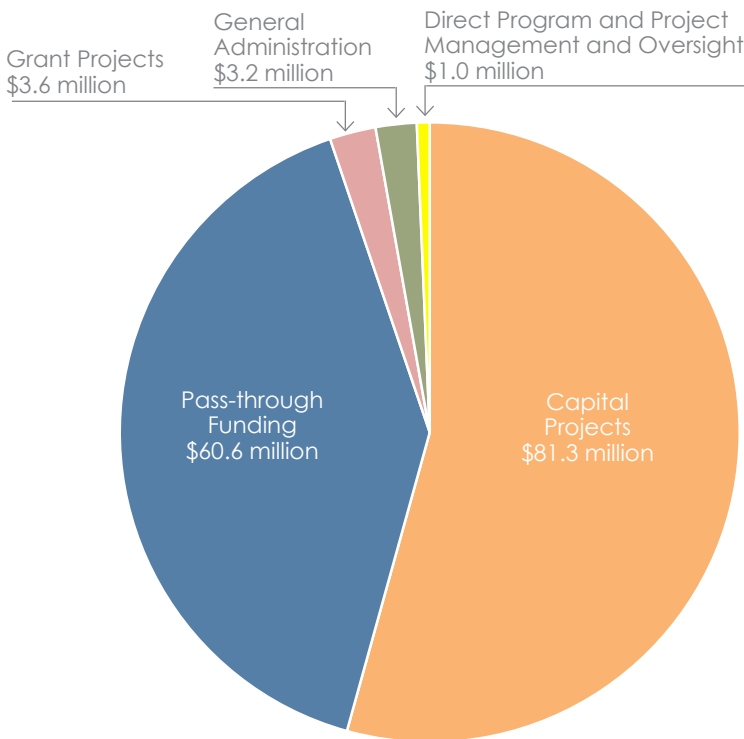
Note:
¹ In accordance with the 2000 Measure B Expenditure Plan, Alameda CTC allocates funds for specific capital projects and grants (paid on a reimbursement basis), and directly allocates sales tax revenue as "pass-through funding" on a monthly, formulaic basis to the cities, county and transit operators to meet local transportation needs.

ALAMEDA CTC AUDITED EXPENDITURES INCLUDE

general administration, direct program and project management and oversight expenses, Measure B discretionary grant fund expenditures, project expenditures and payments to jurisdictions for four main programs: local streets and roads, mass transit, paratransit and bicycle and pedestrian safety. In FY11-12, audited Measure B expenditures on programs, projects and administration totaled \$149.7 million. Program compliance reports submitted by Measure B fund recipients reported \$70.2 million in expenditures, which includes expenditures of Measure B fund balances from previous years.

For Measure B-related projects and programs, Alameda CTC expended \$81.3 million on capital projects, \$60.6 million on pass-through funds, \$3.6 million on grants, \$3.2 million on general administration and \$1.0 million on direct oversight and management of programs and projects. The 2000 Measure B Expenditure Plan specifies the use of approximately 60 percent of Measure B revenues to fund programs and 40 percent to fund projects. The percentages of project and program expenditures in the chart to the left vary from the Expenditure Plan percentages because the chart reflects capital project expenditures during the fiscal year, not Measure B revenue allocations that can occur over several years for large projects.

Fiscal Year 2011-2012 Project and Program Expenditures



Citizens Watchdog Committee Activities

THE 2000 MEASURE B EXPENDITURE PLAN ESTABLISHED A CITIZENS WATCHDOG COMMITTEE (CWC)

to review Measure B expenditures on projects, programs and administration, to monitor timely delivery of projects and to annually report its findings to the public. As defined by the Expenditure Plan, the CWC:

- Holds public hearings and issues reports on at least an annual basis to inform Alameda County residents of how the funds raised by Measure B are being spent.
- Has full access to the agency's independent auditor and the authority to request and review specific information and comment on the audited financial report.
- Publishes an annual report and any comments concerning the audited financial report in local publications and makes the report available to the public at large.

CWC members hold public meetings and form subcommittees as needed. The following is a summary of CWC activities undertaken since July 1, 2011.

- [Ongoing Programs and Capital Projects Watch \(FY11-12\)](#): The CWC continued to watch specific programs and capital projects and to monitor any issues of concern.
- [Ongoing Areas of Interest \(FY11-12\)](#): The CWC requested information from Alameda CTC regarding

the following areas of interest, developed a new process for submitting queries and receiving responses, and received satisfactory information within FY11-12 on:

- CWC Annual Report expenditures, resulting in a cost/benefit analysis report.
- 1998 revenue projections for the 2000 Measure B original sales tax revenue projection, the 2000 Measure B ballot language, and the use of general funds for the Measure B1 Transportation Expenditure Plan.
- Alameda CTC's plan for use of the general fund reserve balance.
- Program performance of the East Bay Paratransit Consortium, including management and cost per trip of East Bay Paratransit operations.
- A breakout of how \$3 million in savings was derived in the Alameda CTC consolidated FY11-12 annual budget.

- [Ongoing Budget Update \(FY11-12\)](#): The CWC received and reviewed the annual budget and mid-year budget updates.
- [Policy Input and Audit and Compliance Report Review \(January 2012\)](#): In FY10-11, the CWC was instrumental in providing input that resulted in new compliance policies that require the recipients to spend Measure B funds in a timely manner and have a "spend-

down" plan. CWC members reviewed the FY10-11 audited financial and compliance reports and requested more information from agencies and jurisdictions that receive Measure B funds to help clarify expenditures. The CWC found this information acceptable.

- [Review of Local Agency Expenditures \(March 2012\)](#): The CWC formed a subcommittee to gather more information about the fund balance of the Alameda County Public Works Agency. The agency met with subcommittee members and provided an explanation and a plan for spending down the fund balance, which the CWC will continue to monitor.
- [Independent Audits \(January and November 2012, January 2013\)](#): The CWC met with and received presentations from independent auditors on the ACTIA Measure B audited financial report through the termination of ACTIA on February 29, 2012 and on the consolidated Alameda CTC audited financial report for the year ended June 30, 2012 with an emphasis on Measure B revenues and expenditures. The independent auditors did not identify any Measure B accounting concerns.

- New Audit Review Process (August, November, December 2012):** In July 2012, the CWC created an audit subcommittee and a new process to provide input to the independent auditor on items of interest to the CWC. The independent auditor met with the subcommittee before and after the ACTIA audit through February 29, 2012 to discuss audit reports related to Measure B. The CWC accepted the audited financial report and will continue to meet with the auditor annually. Also, in December 2012, a joint Commission Audit Committee and the CWC Audit Subcommittee met with the independent auditor to receive an explanation of the first consolidated Alameda CTC audited financial report since the merger of ACCMA and ACTIA. The committees accepted the report from the independent auditor; however, they raised concerns about being able to track ACTIA Measure B figures for accuracy from the Limitations Calculation Worksheet to the consolidated, audited financial report. Alameda CTC staff agreed to modify the Limitations Calculation Worksheet to guide the members through the financial report.

- Annual Report to the Public (August 2012):** In March 2012, CWC members established a subcommittee to develop its annual report to the public. At the July meeting, the CWC held a public hearing to receive comments on the report. Public outreach included a press release, online ads that link to the web-

based report, print advertisements in Bay Area publications, reference to the report in the Alameda CTC E-newsletter, e-mail and print mailings of the report, outreach on Alameda CTC’s Twitter feed and Facebook page, distribution of the report at outreach events, translation of the advertisements and the report into Chinese and Spanish, and outreach to Asian and Hispanic community organizations.

- Audit and Compliance Report Review (January 2013):** In FY11-12, the CWC performed its review of the Measure B recipients’ audited financial and compliance reports with the new Master Programs Funding Agreements in place that specify new compliance policies. The CWC will closely monitor compliance with detailed funding plans and implementation schedules required by the new policies including timely use of funds.

- Information Received by CWC (Ongoing):** The CWC received updates on:
 - The progress of Alameda CTC’s implementation of the One Bay Area Grant Program adopted by the Metropolitan Transportation Commission in May 2012. Alameda County is estimated to receive \$54 million over four fiscal years from the OBAG program for transportation projects.
 - The goals reached for the Alameda CTC Local Business Contract Equity Program. In FY11-12, the Alameda CTC reported that it exceeded its 70 percent Local Business Enterprises (LBEs) goals for professional and administrative services. Total payments to LBEs equaled an estimated \$7.3 million (71 percent) for active contracts. For exempt contracts, total payments to LBEs exceeded \$14.3 million (45 percent).

Measure B (MB) Pass-through Fund Totals for All Programs

Agency/Jurisdiction	FY11-12 MB Distributions	FY11-12 MB Expended	Ending MB Fund Balance
ACE	\$2,279,054	\$2,062,326	\$2,649,530
ACPWA	\$2,743,491	\$9,589,326	\$3,947,320
AC Transit	\$23,037,792	\$23,037,792	\$0
BART	\$1,601,788	\$1,601,788	\$0
City of Alameda	\$1,845,358	\$1,474,175	\$3,955,233
City of Albany	\$435,184	\$430,085	\$24,854
City of Berkeley	\$2,977,086	\$3,518,472	\$2,377,339
City of Dublin	\$468,408	\$432,967	\$1,211,812
City of Emeryville	\$273,856	\$509,575	\$419,026
City of Fremont	\$3,204,262	\$4,050,832	\$4,800,983
City of Hayward	\$2,949,527	\$2,906,795	\$1,911,083
City of Livermore	\$1,061,500	\$1,225,232	\$1,711,127
City of Newark	\$657,559	\$1,089,932	\$558,234
City of Oakland	\$10,869,752	\$11,115,943	\$10,691,786
City of Piedmont	\$388,467	\$648,877	\$418,159
City of Pleasanton	\$942,043	\$731,747	\$2,358,055
City of San Leandro	\$1,658,413	\$1,689,571	\$3,059,306
City of Union City	\$1,443,045	\$3,059,658	\$2,272,119
LAVTA	\$881,069	\$881,069	\$0
WETA	\$838,520	\$163,057	\$2,502,463
Total	\$60,556,173	\$70,219,219	\$44,868,430

Notes:
¹ The reported expenditures may include reserves from prior years, resulting in higher reported expenditures than receipts.
² Revenues and expenditure figures may vary due to number rounding.

Alameda CTC Programs

ALAMEDA CTC ALLOCATES APPROXIMATELY 60 PERCENT OF MEASURE B FUNDS, minus administration costs, on a monthly, formula basis (“pass-through” funding) and through competitive grants paid on a reimbursement basis to Alameda County, cities and transit agencies for programs. In FY11-12, Alameda CTC expended \$60.6 million in Measure B funds on programs.¹

Local streets and roads:

All cities and the county receive allocations for local transportation improvements, including street maintenance and repair. Jurisdictions use these flexible Measure B funds to meet their locally determined transportation priorities.

- Payments to jurisdictions: \$24.0 million
- Grants: \$0
- **Total: \$24.0 million**

Mass transit:

Transit operators including ACE, AC Transit, Union City Transit, WETA and WHEELS receive allocations for operations.

- Payments to local transit operators: \$22.8 million
- Grants: \$0.8 million for Countywide Express Bus Service Grants
- **Total: \$23.6 million**

Special transportation for seniors and people with disabilities: Cities and transit operators receive funds to support their ongoing transportation programs for seniors and people with disabilities.

- Payments to local jurisdictions: \$9.7 million
- Grants: \$1.3 million for Paratransit Gap Grants and stabilization funds
- **Total: \$11.0 million**

Bicycle and pedestrian safety funds:

All cities and the county receive these funds for bicycle and pedestrian capital projects, programs and plans.

- Payments to local jurisdictions: \$4.1 million
- Grants: \$1.1 million for Countywide Discretionary Fund Grants
- **Total: \$5.2 million**

Transit center development:

A small portion of Measure B revenues are awarded through the Transit Oriented Development Grant Program and leverage other funds by becoming a local match for grants and studies.

- Grants: \$0.5 million
- **Total: \$0.5 million**

Note:

¹ The 2000 Measure B Expenditure Plan includes the following program allocations: local streets and roads (22.33%), mass transit (21.92%), transportation for seniors and people with disabilities (10.45%), bicycle and pedestrian safety (5%) and transit center development (0.19%). See the FY11-12 Program Compliance Report for data on expenditures by Measure B fund recipients (http://www.alamedactc.org/files/managed/Document/11154/6K_FY11-12_MB_Compliance_Summary_Report_052313.pdf).

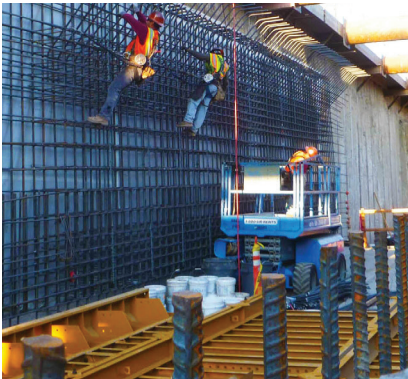


CWC members watch the progress of programs, such as the City of San Leandro’s Bicycle and Pedestrian Program, which enhances safety for bicyclists and pedestrians and encourages heart-healthy transportation choices.



The City of Fremont Paratransit Program supports senior independence by providing transportation to people age 80 and older (and younger people with a disability) within Fremont, Newark and Union City.

Alameda CTC Projects



The \$890 million BART Warm Springs Extension, partially funded by Measure B, employs hundreds of local workers and will connect major employment centers by bringing BART to Santa Clara County.



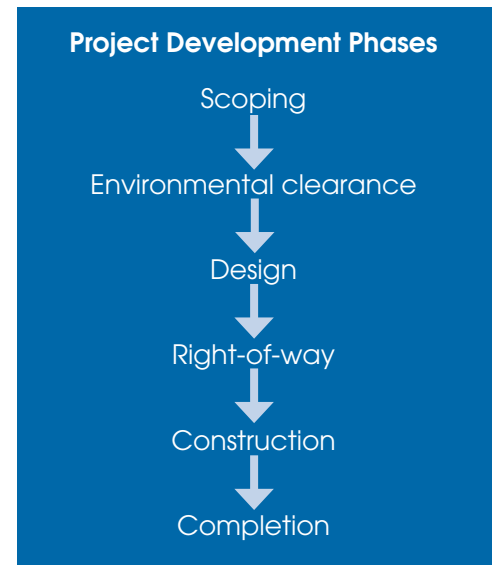
Measure B funds operations and Alameda County's share of station improvements for the Altamont Commuter Express Rail. Signal system upgrades, a new maintenance facility, purchase of additional rolling stock and other improvements are funded by Measure B sales tax dollars.

ALAMEDA CTC ALLOCATES 40 PERCENT OF MEASURE B FUNDS to capital projects, minus administration costs. In FY11-12, Alameda CTC expended \$81.3 million on capital projects for transportation infrastructure improvements, such as BART rail extensions, highway and transit improvements, local street and road enhancements, intermodal projects and other local projects.

In addition to the 26 voter-approved capital projects, Alameda CTC added the Vasco Road Safety Improvement Project funded from the Measure B Congestion Relief Emergency Fund in 2003, the I-80 Integrated Corridor Management Project in 2008 and two additional projects funded in 2010 through the Congestion Relief Emergency Fund: the I-880/23rd and 29th Avenues Interchanges and the Countywide Transportation Plan/Transportation Expenditure Plan.

Some of the projects in the 2000 Measure B Expenditure Plan are broken into phases. The local sales tax dollars allow project development phases to move forward while project sponsors seek other funding sources to complete construction. In 2012, the midpoint of the current transportation sales tax measure, Alameda CTC had delivered 95 percent of all capital project investments.

The chart on the next page shows the project phases, schedule, original and escalated funding commitments and total project costs for the capital projects.



In 2012, Alameda County completed the \$32 million Lewelling Boulevard Widening Project, funded by Measure B, which transformed two lanes into a four-lane safe, attractive, less-congested roadway that works for cars, trucks, bicycles and pedestrians.

Project Status as of March 2013

Current Phase ¹	Project Name	County Area ²	Construction Schedule ³		Project Funding Sources ⁴ (\$ X million)						Total Project Cost/ Funding
			Begin	End	2000 MB (ACTIA)	Federal	State	Regional	Local	Other	
Complete	Fruitvale Transit Village	N	Oct 2002	Mar 2004	4.4	0.0	7.7	0.0	1.4	0.0	13.5
Complete	Hesperian/Lewelling Blvd Intersection Improvements	C	Various	Various	0.8	0.0	0.0	0.0	0.1	0.0	0.9
Complete	I-238 Widening	C	Sep 2006	Oct 2009	81.0	18.3	29.2	0.0	3.3	0.0	131.8
Complete	I-880/Washington Avenue Interchange Improvement	C	Apr 2009	May 2010	1.3	0.5	0.0	0.0	1.4	0.0	3.2
Complete	Newark Local Streets Rehabilitation	S	Jun 2003	Feb 2006	1.4	0.0	0.0	0.0	4.1	0.0	5.5
Complete	Oakland Local Streets Rehabilitation	N	Jul 2004	Dec 2006	5.3	0.0	0.0	0.0	0.0	0.0	5.3
Complete	Westgate Parkway Extension	C	Jun 2004	Oct 2006	7.9	0.0	0.0	0.0	0.0	0.0	7.9
Complete	Lewelling/East Lewelling Blvd Widening	C	Jul 2009	Oct 2012	13.6	0.0	4.3	0.0	13.8	0.1	31.8
Complete/ Design	San Pablo/Telegraph Avenue Corridor Transit Improvements	N	Various	Various	24.5	173.3	97.1	95.7	0.3	25.4	416.3
Complete/ Various	Emerging Projects (Congestion Relief Emergency Fund)	CW	Various	Various	11.0	18.1	247.9	11.2	24.0	0.1	312.3
Complete/ Various	I-580 Auxilliary Lanes	E	Various	Various	14.3	6.6	140.6	23.0	2.9	7.0	194.4
Plant Establishment	I-580 /Castro Valley Interchanges Improvements	C	Jun 2008	Jun 2011	11.5	1.9	4.8	0.0	15.0	0.0	33.2
Project Closeout	I-680 Sunol Express Lanes Improvements	E, S	Oct 2008	Apr 2012	35.2	5.4	8.0	0.0	8.0	0.0	56.6
Project Closeout	Isabel Avenue - Route 84/I-580 Interchange	E	Jan 2009	Mar 2012	25.1	11.3	44.4	0.0	32.4	0.0	113.2
Project Closeout	Union City Intermodal Station	S	Jun 2007	Mar 2012	12.6	20.4	7.7	0.0	6.3	0.0	47.0
Construction	Altamont Commuter Express Rail	E	Various	Various	13.2	123.1	155.3	0.0	182.6	0.0	474.2
Construction	BART Oakland Airport Connector	N	Sep 2010	Nov 2014	89.1	130.7	78.9	146.2	39.3	0.0	484.2
Construction	BART Warm Springs Extension	S	Sep 2009	Dec 2015	224.4	0.0	295.4	321.0	49.2	0.0	890.0
Construction	Downtown Oakland Streetscape Improvement	N	Sep 2007	Jun 2015	6.4	0.0	0.0	0.0	8.5	0.0	14.9
Construction/ Design	Route 84 Expressway	E	Various	Various	96.4	0.0	16.1	0.0	10.0	3.5	126.0
Design	East 14th St/Hesperian Blvd/150th St Intersection Improvement	C	Jan 2015	July 2016	3.2	0.0	0.0	0.0	2.2	0.0	5.4
Design	Iron Horse Transit Route	E	May 2014	Jun 2015	6.3	0.0	0.0	0.0	4.9	0.0	11.2
Design	Route 92/Clawiter - Whitesell Interchange and Reliever Route	C	Jan 2014	Oct 2015	27.0	0.0	0.0	0.0	0.5	0.0	27.5
Environmental	Dumbarton Corridor Improvements	S	TBD	TBD	19.4	0.0	0.0	0.0	0.0	0.0	19.4
Environmental/ ROW	I-580 Corridor/BART to Livermore Studies	E	N/A	N/A	11.8	0.0	4.7	119.6	0.0	0.0	136.1
Scoping	I-680/I-880 Cross Connector Studies (Study Only)	S	N/A	N/A	1.2	0.0	1.0	0.0	0.3	0.0	2.5
Scoping	I-880/Broadway-Jackson Interchange Improvements (Study Only)	N	N/A	N/A	8.1	0.0	3.0	0.0	0.0	0.0	11.1
Project Totals					\$756.5	\$509.6	\$1,146.1	\$716.7	\$410.5	\$36.1	\$3,575.4

Notes:

¹ The Current Phase is based on a status date effective March 31, 2012. The Project Closeout phase indicates construction is complete, and the project financial closeout is underway.

² Project Planning Areas include C = Central County, E = East County, N = North County, S = South County and CW = Countywide.

³ Construction schedules shown are subject to change based on project delivery activities. Begin Construction date shown is typically the expected contract award date. End Construction date for BART capital projects is the point at which transit/revenue service will begin.

⁴ The funding amounts shown are subject to change based on programming and allocation activities by the applicable governing agency.



“The CWC provides a key oversight function crucial to the delivery of Alameda County transportation projects and programs. Through the work undertaken by a group of people dedicated to proper Measure B implementation, Alameda County residents can be assured that this independent body places a strong focus on fiscal accountability of voter-approved investments.”

— James Paxson, CWC Chair

Stay Connected with Alameda CTC

See a video of CWC Chair James Paxson on YouTube.com. Sign up to receive e-mail notifications and our bimonthly newsletter at www.AlamedaCTC.org.



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CWC Members

Name	Appointer
James Paxson, Chair	East Bay Economic Development Alliance
Harriette Saunders, Vice Chair	Paratransit Advisory and Planning Committee
Petra Olivia Brady	Alameda County Mayors’ Conference, District 4
Peter Michael Dubinsky	Supervisor Richard Valle, District 2
Arthur B. Geen	Alameda County Taxpayers Association
Sandra Hamlat	East Bay Bicycle Coalition
James Haussener	Supervisor Nate Miley, District 4
Steven Jones	Alameda County Mayors’ Conference, District 1
William Klink	Alameda Labor Council AFL-CIO
Jo Ann Lew	Alameda County Mayors’ Conference, District 2
Deborah Taylor	Supervisor Wilma Chan, District 3
Hale Zukas	Supervisor Keith Carson, District 5
Vacancy	Alameda County Mayors’ Conference, District 3
Vacancy	Alameda County Mayors’ Conference, District 5
Vacancy	League of Women Voters
Vacancy	Sierra Club
Vacancy	Supervisor Scott Haggerty, District 1

How to Get Involved

The Alameda CTC and the Citizens Watchdog Committee (CWC) invite your participation to plan, fund and deliver transportation projects and programs that enhance mobility throughout Alameda County. Join one of Alameda CTC’s four community advisory committees — in addition to the CWC, the public serves on the Bicycle and Pedestrian Advisory Committee, the Citizens Advisory Committee and the Paratransit Advisory and Planning Committee — or feel free to participate in and attend public meetings. Visit www.AlamedaCTC.org to learn more about opportunities to get involved.

Further Information

The complete 2000 Measure B Expenditure Plan and this report as well as agency compliance audits and reports are available at www.AlamedaCTC.org. Copies of these publications are also available at the Alameda CTC offices at 1333 Broadway, Suites 220 & 300, Oakland, CA 94612; you can reach us at (510) 208-7400. To contact your local jurisdiction for information on Measure B-funded projects and programs, visit http://www.alamedactc.org/app_pages/view/8072 or your jurisdiction’s website.



Citizens Watchdog Committee Meeting Minutes Monday, June 10, 2013, 6:30 p.m.

6.1

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MEETING ATTENDEES

Attendance Key (A = Absent, P = Present)

Members:

- List of members with attendance status: James Paxson (P), Harriette Saunders (P), Petra Brady (A), Mike Dubinsky (P), Arthur Geen (A), Sandra Hamlat (P), James Haussener (A), Steve Jones (P), Bill Klinke (A), Jo Ann Lew (P), Deborah Taylor (P), Hale Zukas (P)

Staff:

- List of staff with attendance status: Arthur L. Dao (P), Tess Lengyel (P), Patricia Reavey (P), Krystle Pasco (P)

MEETING MINUTES

1. Welcome and Introductions

James Paxson, CWC Chair, called the meeting to order at 6:30 p.m. The meeting began with introductions and meeting outcomes. James welcomed new member Sandra Hamlat to the committee.

2. Public Comment

There were no public comments.

3. Approval of March 11, 2013 Minutes

Mike Dubinsky moved to approve the minutes as written. Deborah Taylor seconded the motion. The motion passed unanimously (8-0).

4. Election of Officers for FY13-14, Approval of CWC Bylaws, and Review of Agenda/Calendar for FY13-14

Election of officers:

James Paxson was nominated for chair and Harriette Saunders as vice Chair. Deborah Taylor moved to approve the nominations. Jo Ann Lew seconded the motion. The motion passed unanimously (8-0).

Tess Lengyel led the discussion on the CWC bylaws. She mentioned that the CWC reviews its bylaws annually at the organizational meeting, and the review process is scheduled each year to allow staff and the CWC to update the bylaws to reflect current practices or to improve the way the committee functions. Tess noted that there were no changes to the bylaws this year.

Mike Dubinsky moved to approve the CWC Bylaws. Steve Jones seconded the motion. The motion passed unanimously (8-0).

Tess Lengyel gave an overview of the agenda and calendar for FY13-14, going through the activities for each month that the CWC meets, as well as when CWC members will receive updates from Alameda CTC as listed on the FY13-14 calendar in the packet.

Questions and feedback from members:

- Is the July meeting used exclusively for the public hearing or for other business as well? The main focus of the July meeting is the public hearing, and during the regular meeting, the committee finalizes and approves the annual report. At the July meeting, the members also determine the distribution methods for the annual report and approve the draft costs.
- CWC members usually review the Local Business Enterprise report, but it is not on the agenda. Will we still have an opportunity to review that? Yes, staff will follow up on the date that the report goes to the Commission, and will include that on the CWC calendar.
- Other than commenting and asking questions on the compliance reports, is there an opportunity for CWC to review the summary report before it goes to the Commission? Staff agreed to release the draft summary report to the CWC as it goes to the Commission, and will include that on the CWC calendar.

Harriette Saunders made a motion to approve the FY13-14 calendar. Deborah Taylor seconded the motion. The motion passed unanimously (8-0).

5. Approval of Draft CWC Annual Report

Tess Lengyel gave an overview of the draft CWC Annual Report. James Paxson noted that the subcommittee will meet on June 19, 2013, regarding the annual report.

Questions and feedback from members:

- How do the pie charts look in black and white, and how will they look in public newspapers? Staff worked on increasing the lines between the areas of the pie chart to better distinguish each area represented on the pie chart.
- With regard to the independent auditors referenced in the annual report, are we referring to the auditor who worked with the various jurisdictions or the auditor who worked with Alameda CTC? Staff noted that the "auditors" should be singular and refers to the auditor that Alameda CTC worked with during this process.
- Regarding grants on page 5, can we make a note that grants are paid out on a reimbursement basis? Staff suggested that the sentence read, "...and through competitive grants, paid out on a reimbursement basis to Alameda County..."
- What is the purpose of showing grant reimbursements at \$0 on page 5? Staff explained no grants are reimbursed for local streets and roads projects and that the information as shown in the report is included for transparency.
- On page 7, is there room to add a column on planning area designation? Staff agreed to add a column for planning area on the projects summary chart. Staff also noted that when the annual report is published online, individuals can click on links to more specific information on that particular project.
- Please be cognizant of the acronyms used in this report, especially on page 4.
- Please include a link to the program compliance reports on the web in the CWC annual report.

James Paxson noted the subcommittee will work on incorporating these comments in the next draft.

Mike Dubinsky moved to approve the draft Annual Report as amended through discussion. Deborah Taylor seconded the motion. The motion passed unanimously (8-0).

6. Establishment of CWC Audit Subcommittee, Confirmation of Meeting Availability with Auditor Between June 10 and June 21, and Discussion of Areas of Interest

The following members volunteered to serve on the CWC Audit Subcommittee:

- Mike Dubinsky
- James Haussener
- James Paxson
- Harriette Saunders
- Hale Zukas

The meeting will take place on Tuesday, June 18, 2013 at 4 p.m. at the Alameda CTC offices. (Note: The actual meeting date took place on Friday, June 21, 2013 as documented in item 7.1.) If any member would like to request specific information, express concerns or make any other special requests, please forward inquiries to James, Trish and Angie.

7. Projects and Programs Watchlist (sign up for projects and programs)

James reminded members to fill out the watch list and to submit the list to staff as soon as possible. Members will receive notice on any public meetings that are relevant to their chosen projects and programs.

8. Staff Responses to CWC Requests for Information

None

9. CWC Member Reports/Issues Identification

None

10. Alameda CTC Activity Reports

A. Final Strategic Plan Review

Raj Murthy, Project Manager of the Project Controls Team, reviewed the Final Strategic Plan. He noted the purpose of the strategic plan is to confirm total Measure B commitments for each capital project included in the 1986 and 2000 Measure B capital programs, to establish the initial FY13-14 programmed balance for each capital project, and to provide the basis for the program-wide financial models for the 1986 and 2000 capital programs. He noted that the total 2000 Measure B commitment to capital projects was \$756.5 million, and the total amount allocated for capital projects through FY12-13 was \$709 million. He reviewed the debt financing considerations and requirements and noted outside debt financing options such as issuing bonds or commercial paper.

Questions and Feedback from members:

- What is the FY13-14 allocation plan? Staff said the FY13-14 allocation plan allocates the funding for the entire year, which includes the scope, cost, schedule, and cash-flow demand for each project. Currently, only \$47 million is left for the next 10 years of the capital program.
- How are we allocating more than we are bringing in? Are any assumptions being made? On slide 6, this is the amount that we cannot surpass. The Alameda CTC has the money to commit to projects promised to the voters. We can fully commit to what we promised the voters in 2000.
- Who comprises the financing team on slide 14? The financing team includes the finance director, a financial advisor, and bond council that will determine if we will bring on underwriters. Stewart Ng, Deputy Director of Programming and Projects and Raj will also be a part of the team to determine what we will need to borrow.
- How will the CWC be updated on this process? The updates will go to the Commission Finance and Administration Committee (FAC). Staff will hold a public hearing on this process and will update the CWC.
- When will the East-West connector be complete? Once the funding shortfall is bridged, it will be complete.
- What is the benefit of using bond funds for projects? Staff replied that we have been paying on a pay-as-you-go method to date. Funds can be borrowed from the Alameda County Transportation Authority (ACTA), but ACTA also needs that funding to complete its projects. Bonds are needed to complete the projects as promised to voters and will be repaid within the timeframe that the 2000 Measure exists.
- With regard to the 2000 Measure B allocations, were any of these made under duress by the sponsoring agency? No, staff works very closely with the sponsor agency to make funding decisions. We also receive regular updates on the project to ensure the funding is being spent wisely.
- Will the bond be tied to a specific project or will it be open? When we bond, we bond programmatically. Staff is looking into bonding to meet the commitment for several projects like BART to Warm Springs Extension, BART Oakland Airport Connector, Route 84, and other projects, as identified through our strategic planning process.

B. Revised Sales Tax Revenues Projection for Fiscal Year 2012-2013

Patricia Reavey presented to the FAC and to the Commission in May the revised sales tax revenue projection for FY12-13. She noted that the proposed increase is 7.14 percent higher than the currently adopted budget. She also noted the proposed revision to the Alameda CTC's FY12-13 sales tax revenue projection would provide additional resources of \$7 million and would be allocated as stipulated by the transportation expenditure plan.

Questions and feedback from members:

- What will happen to the \$7 million surplus? From this funding, programs will automatically receive approximately 60 percent of the funding, and the projects will receive approximately 40 percent.

C. Proposed Budget for FY13-14

Patricia Reavey gave an update on the proposed budget for FY13-14. She noted that Alameda CTC's FY13-14 proposed consolidated budget demonstrates a sustainable, balanced budget that utilizes projected revenues and the fund balance to fund total expenditures. Staff prepared the proposed budget based on the modified accrual basis of accounting, which is consistent with the basis utilized to prepare Alameda CTC's audited financial statements. She noted that the approval for the draft proposed capital budgets is requested for the amounts found in the proposed FY13-14 capital budget that includes an estimated roll-over column on the capital budget sheet. The proposed budget also incorporates the effort required to address One Bay Area Grant (OBAG) Program requirements over the next fiscal year and includes revenues and expenditures necessary to provide vital programs and planning projects for Alameda County. The proposed budget assumes an inter-fund loan of \$36.6 million from the ACTA Capital Fund to the Alameda County Transportation Improvement Authority (ACTIA) Capital Fund, which will delay the need for external financing to the second quarter of FY14-15, based on the most recent cash flow projections.

Lastly, the FY13-14 proposed consolidated budget will provide resources of \$122.1 million to the ACTIA Capital Fund and authorize expenditures of \$125.8 million with an overall decrease in fund balance of \$3.6 million for a projected ending fund balance of \$81.3 million.

D. Quarterly Investment Report: FY12-13 Third Quarter Report

Patricia Reavey gave an overview of the third quarter, quarterly investment report for FY12-13. She noted that Alameda CTC investments are in compliance with the adopted investment policies, and Alameda CTC has sufficient cash flow to meet expenditure requirements over the next six months. She also noted that as of March 31, 2013, total cash and investments held by Alameda CTC were \$227.9 million, which is a total decrease of \$54.4 million, or 19.3 percent from the prior year-end balance. Lastly, as of March 31, 2013, the Alameda CTC portfolio managed by investment advisors consisted of approximately:

- 21.4 percent US Treasury Securities
- 47.6 percent Federal Agency Securities
- 2.1% Corporate Notes
- 17.8% Commercial Paper
- 5.3% Negotiable CDs
- 5.8% Money Market Funds

The Alameda CTC portfolio is in compliance with both the adopted investment policy and the California Government Code. Staff will bring future investment reports to the FAC and share the information with CWC members. If the FAC approves the item, it recommends the item to the Commission.

Questions and feedback from members:

- The memo included in our agenda packets is information after the fact. The correspondence information also needs to be corrected, and the recommendation updated. Staff said the Commission cannot change

investments after the fact. The information in the memo is a report of the actions taken by the FAC.

11. Staff Reports/Board Actions

A. One Bay Area Grant Program Update

Staff reported that the Commissioners had some questions regarding the OBAG Program recommendation but did eventually approve the draft. Alameda CTC anticipates approval of the final program by the Commission later this month. Staff reported that all jurisdictions received funding through the OBAG program. Funding for projects in Priority Development Areas primarily went to the cities of Berkeley, Fremont, Oakland and Union City. In addition, Alameda CTC is funding a technical assistance program that will support developmental efforts for PDAs throughout Alameda County. The call for projects for this program will be release this summer.

B. General Items

Staff made an announcement about the upcoming Annual Mobility Workshop hosted by Alameda CTC and its Paratransit Advisory and Planning Committee. The workshop will take place on Monday, July 1, 2013 from 9:30 a.m. to 3:30 p.m. at the Ed Roberts Campus in Berkeley.

12. Adjournment

The meeting adjourned at 8:30 p.m. The next meeting is scheduled for July 8, 2013 at the Alameda CTC offices.



Citizens Watchdog Committee Pre-Audit Subcommittee Meeting Minutes

Friday, June 21, 2013, 3:30 p.m.

7.1

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At the June 10, 2013 Citizens Watchdog Committee (CWC) meeting, committee members established an audit subcommittee to meet with Alameda CTC's independent auditor and discuss financial issues related to the Alameda County Transportation Improvement Authority (ACTIA) and Measure B, and Vavrinek, Trine, Day & Co., LLP (VTD) audit and testing methodology.

On June 21, 2013, the following CWC members and staff met with the Alameda CTC's independent auditor, VTD to discuss these issues.

Attendees: Mike Dubinsky; Ahmad Gharaibeh, VTD; James Haussener; James Paxson; and Hale Zukas

Alameda CTC Staff: Arthur L. Dao, Alameda CTC Executive Director; Patricia Reavey, Director of Finance (stayed for introductions only)

Art Dao and Patricia Reavey began the meeting and informed the committee that the meeting would be between the CWC Audit Subcommittee and VTD only. Ahmad Gharaibeh stated that they had been at Alameda CTC for two weeks, and VTD was closing out the compliance testing that day (June 21, 2013). He mentioned that as a result of the last oversight meeting with the CWC, VTD is drilling into more detail. Ahmad assured the committee that items requested by CWC members will be addressed in the final audit. He also noted that the final phase of the audit will be conducted around the September timeframe (the final audit date is August 12 through August 23, 2013).

Ahmad gave an overview on how VTD is performing the audit, and he highlighted some of the items in the interim phase, such as:

- The effectiveness of the Alameda CTC internal controls. Ahmad noted that VTD requested Alameda CTC modify the following internal controls:
 - The Accounting Manager should not create an Accounts Payable batch and at the same time sign off on the batch.
 - The Accounting Manager should not have access to receive checks and at the same time have access to the General Ledger.

Ahmad noted that Alameda CTC addressed both of the above items immediately.

- The compliance of Measure B allocation for projects and programs.
- Vendor invoices (including consultant invoices). VTD ensured the time was charged accurately to the correct general ledger account number or capital project.
- Time sheets to ensure the allocation of salaries is correct and the secondary signatures were present. Ahmad noted that the goal of the test is to make sure no one person provides the secondary signature for everyone.

- Rent to ensure that ACTIA and ACCMA usage is representative of the resolution that was defined by the Commission for the rent allocation. He mentioned that a resolution also exists for ACTA and ACTIA.

Questions from the members and answers from the auditor:

1. How many secondary signatures are on timesheets? Ahmad stated that he will provide an independent list of the supervisors who sign off on timesheets and the staff they supervise.
2. Are written policies and procedures in place? Did VTD audit the internal procedures? Ahmad stated that VTD obtains a copy of the policy and procedures, and VTD looks at the implementation and how staff is processing the work. He noted that if VTD find a weakness in internal control, VTD will notify Alameda CTC.
3. If VTD finds an inconsistency in the policy and procedures, would the auditor report on it? Ahmad said it would be reported as part of internal control.
4. Did VTD detect any patterns in which employees were charging time to projects incorrectly, because the project being worked on did not have allocated funds? The subcommittee was not satisfied with the explanation from the November 2, 2012 meeting. Ahmad stated that VTD will interview two to five employees and their supervisors and ask each of them specifically what they do and demonstrate the process.
5. Will the administrative cap be reviewed and tested? Yes. Ahmad discussed the testing of the general fund, which includes the Measure B administrative costs, and VTD traced items to timesheets where possible. He stated that Measure B does not have a dollar cap; however, the administrative costs are capped at 4.5 percent and administrative salaries are capped at 1 percent.
6. Would VTD document and report findings or observations that do not require reporting? How would VTD handle that? Ahmad said there are three types of audit standards and categories 1 and 2 must be presented in writing to the Commission:
 - a. Material weakness (category 1)
 - b. Significant deficiency (category 2)
 - c. Control deficiency (category 3)
7. Does VTD assess risk-management needs? Ahmad said risk assessment, as it relates to Measure B, is evaluated by VTD and was implemented before VTD was chosen to perform the audit. He stated that the way the internal control and procedures are done shows that risk assessment is in place.
8. Are there conflict-of-interest policies? Are there any related party transactions to disclose? Ahmad stated that at the beginning of the audit, VTD submits a checklist to Alameda CTC requesting information on litigations, insurance claims and related party transactions. The agency did not have any items to disclose. Ahmad stated that VTD

audits the form 700, which details any conflicts of interest by committee members and Alameda CTC officers.

9. What is the definition used for material weakness? Ahmad said the auditor makes this judgment to determine what is considered material weakness. Material weakness means that things are "very bad." For example, if the accounting manager has the ability to sign checks and the ability to review batches, this is not a material weakness, it's an internal control deficiency.
10. Does VTD test journal entries? VTD gets all items related to Measure B from the general ledger. Based on dollar value, VTD gets a representative sample of each type of the population on the general ledger. The auditor selects a high number of items to get representative samples of the entire general ledger population.
11. Does VTD review the policies and procedures for Alameda CTC accounting practices for completeness? Ahmad scans the policies and procedures. The auditor reviews the purchasing policy and makes sure the agency is in compliance and confirms the authorized signers. VTD reviews the policies to a certain extent but will look closely going forward. During the auditing of the internal control, VTD decided not to look at the policy, but viewed the steps actually performed by accounting.
12. Will VTD explore how income and income distribution for the tax sources are received and disbursed? Ahmad said VTD views the Board of Equalization website to see how the sales tax disbursement is done. VTD evaluates the interest revenue and determines if it was disbursed across the agency.
13. Does the agency have blank checks available for a disaster? Ahmad said that many agencies have revolving funds for emergencies. Alameda CTC does have this ability, and Ahmad will look into this and the authorized signatures.
14. What is the dollar value that designates two signatures are required on a check? Ahmad said that it's good to have two signatures; however, VTD does not think it's a good mitigating control. The bank will process a check with one signature on it. He said that the audit VTD performs will confirm the proper segregation between job functions. For example, if a person is responsible for processing payroll, the same person can't add people to the payroll.
15. What does VTD look for to ensure expenditures are compliant with Measure B? Ahmad said that VTD will pick a stack of invoices and speak with the engineers to determine what was done.
16. If an invoice is received for the BART Warm Springs Extension project, who confirms that the invoice is actually for that project? Is the 40 percent of Measure B funds for projects actually in accordance with the contract between ACTIA and the agency? The committee stated that CWC is totally dependent on the auditor to confirm that 40 percent of Measure B funds go toward capital projects. (See answer below question 17.)

17. If BART is receiving Measure B project dollars and has 1,000 employees, if BART adds 50 percent for overhead to the invoice, who will determine if the overhead rate is appropriate. Is the disbursement audited?

For questions 16 and 17, Ahmad said the audit team will obtain a detailed listing of expenses paid out of the Measure B funds and compare the expenses against the invoices and the approved projects to ensure the invoices are in compliance with the projects and the Measure B ballot language. As part of the testing, the audit team will sit with the staff for an understanding of how the invoices and projects are in compliance with Measure B.

18. Are agencies back charging ACTIA if it shows money is going through projects? Is the project agreement between ACTIA and the agency in compliance? How is training charged off and is it going to the correct project/program? Ahmed noted that contract compliance is done by Alameda CTC. The CWC committee requested that staff review at least one or two project management agreements between Alameda CTC and an agency with CWC at a future meeting.
19. What is the audit strategy going into next year for items that are critical for examination? Ahmad stated that the audit will be the same as in previous years. For next year, the auditor will select what VTD determines high risk for the audit.

Next steps:

Ahmad will ensure that VTD addresses the following and provides written documentation at the next meeting:

- Provide an evaluation of the supervisors who sign off on timesheets and provide a list of the staff they supervise. VTD will interview two employees and their supervisors and ask specifically what steps were followed to complete a timesheet and to confirm the accuracy of the timesheets.
- Reconcile the internal control with Alameda CTC written policy and procedures to implementation of the procedures. Ensure the practices are consistent with the written procedures.
- Provide a list of authorized signatures on revolving funds (blank checks) that may be generated during a disaster.
- Provide CWC with a copy of a blank timesheet and give an explanation of each line item.
- CWC requested Alameda CTC review a project agreement (contract) between Alameda CTC and an agency with the committee at a future meeting.
- CWC Audit Subcommittee members requested a post-audit meeting with VTD before the Joint Audit Commission and CWC Audit Subcommittee meeting in October 2013.



Memorandum

8.2

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DATE: July 8, 2013

SUBJECT: Proposed CWC Annual Report Outreach Activities and Costs

RECOMMENDATION: Approve proposed outreach activities including design, printing, and distribution of the report through email, social media, and at events; publication of advertisements in the media; production of a 2-page flyer based on the report; translation of the flyer into Chinese and Spanish; and other outreach activities. In addition, approve the estimated 2013 publication costs.

Summary

In 2013, the CWC Annual Report Subcommittee met three times to develop the 2013 *Citizens Watchdog Committee's 11th Annual Report to the Public* and discuss outreach strategies. The CWC Annual Report Subcommittee and the Alameda CTC recommend the following outreach activities to inform the public about the annual report to the public and increase the public's awareness of the Alameda CTC transportation programs and projects funded by local sales tax dollars and the Citizens Watchdog Committee's role in overseeing expenditures.

Background

In response to the CWC chair's request regarding the effectiveness of Alameda CTC's outreach campaign for the *10th Annual Report to the Public*, Alameda CTC staff gathered data and prepared a cost benefit analysis of the print and online advertisements and outreach for this report in 2012. Key findings included the estimated return on investment for various forms of outreach and recommendations to increase the public's awareness of the Alameda CTC transportation programs and projects and the CWC's activities through the annual report.

Proposed New Outreach Activities

The CWC Annual Report Subcommittee and Alameda CTC staff recommend adding these new outreach activities in 2013, which include some of the recommendations in the 2012 cost benefit analysis:

- Add additional *Patch News* ad placements if there are other *Patch News* publications in Alameda County cities, such as Fremont.
- Since two of the publications have a broad reach beyond Alameda County, consider not placing print ads in the *San Francisco Chronicle* (4.792 x 9.83 inches for \$1,000 in 2012) and in the *San Francisco Business Times* (10 x 13.5 inches for \$5,525 in 2012), which would save approximately \$6,525.
- Consider not placing an ad in the online publication of the *San Francisco Business Times* (www.bizjournals.com/sanfrancisco/). The ad in 2012 was 300 x 250 pixels and had only 15 click-throughs. This would save approximately \$1,667.
- Use stronger key messages in the online advertisements to increase the click-through rates to the electronic version of the report.
- Print 1,000 flyers versus 2,000 flyers to save costs.
- In addition to the e-newsletter message that features the CWC Annual Report and goes out to the Constant Contact mailing list, send out a notice about the CWC Annual Report as a separate email message to the Alameda CTC Constant Contact list, and include a message in the email that asks others to forward the message to other individuals who may be interested and other members of their groups or associations.
- Have CWC members contact their local jurisdictions to follow up and encourage them to link to the report on their website. The list of jurisdictions and their contacts is on the Alameda CTC Partners web page: http://www.alamedactc.org/app_pages/view/8072.
- Set up Google Alerts to track when the CWC Annual Report and the Citizens Watchdog Committee are in the news. Staff could include information on which media picked up the CWC press release, for example, in the 2013 summary of outreach effectiveness. (Also in the summary, document whether "readership" figures are from the media or calculated.)
- Post news stories on the Alameda CTC website at certain intervals that include the report and feature CWC activities and program or project highlights.
- Post Tweets about the new report and featured programs or projects more often since Alameda CTC has growing audience of more than 370 followers.
- Encourage CWC members to do more outreach such as forwarding email, passing along information through social media and handing out the flyer. Alameda CTC staff could send an "outreach tracking form" that CWC members could fill in, and CWC members could report on their outreach efforts in November 2013.

The CWC Annual Report Subcommittee and Alameda CTC recommend continuing with the overall outreach approach for design, printing and distribution of:

- The print and electronic version of the report
- A 2-page flyer version of the report
- Translation of the flyer into Chinese and Spanish

- Print advertisements based on the flyer version of the report
- Online advertisements based on the flyer version of the report

Previous Outreach in 2012 and Recommendations for 2013

The following excerpt from the 2012 Cost Benefit Analysis is for the CWC members' consideration.

Regarding print advertising, in 2012, Alameda CTC produced seven layout versions of its report to fit the ad specifications in the publications, and translated one ad from English to Spanish to print in one publication.

Cost per reader for print ads: An estimated 2.2 million people read the 21 Bay Area publications in which Alameda CTC placed print advertisements. The total cost to design, translate, and place the ads was \$25,512. The estimated cost per reader was approximately 1.2 cents (see Attachment 8.2A).

In addition, Alameda CTC placed a legal notice in 15 Bay Area publications about the public hearing for the annual report to the public.

Cost per reader for the legal notice: An estimated 761,000 people read the paper. The total cost to design, translate, and place the ads was \$543. The only translation needed for one newspaper was provided free of charge. The estimated cost per reader was approximately 0.07 cent (see Attachment 8.2B).

Recommendations:

- For people in the Bay Area who read the newspaper, running the ads in 21 Bay Area publications ensures reach to a large number of people who would be interested in the report. Therefore, continuing to place and run print advertisements is recommended. To save costs, one consideration would be to revisit the list of publications to see if any of the target audiences overlap or are not specifically a target audience for this report, and reduce the number of ads. For example, advertising in the San Francisco Chronicle and San Francisco Business Times reaches a much broader target audience than Alameda County residents. Yet Alameda CTC could still reach this broad audience through the online ads for both of these publications. Eliminating the print ads would save approximately \$6,525, as noted in the proposed new outreach activities for 2013.
- Even if the number of publications remains high for the next report, the print ads serve an additional purpose: They introduce people to the relatively new agency, Alameda CTC and, for those who have already heard of the agency, reinforce its brand.

Outreach through Events, Email and Other Publications

In addition to distributing the full 8-page printed report, Alameda CTC also got the word out about CWC activities and Alameda CTC transportation programs and projects by developing a condensed version of the report, a two-page flyer, translating the flyer into Chinese and Spanish, and distributing the flyers. Alameda CTC handed out the full report to Commissioners and Alameda CTC community advisory committee members and mailed the full report to 42 libraries. Staff also distributed the full report and flyers at 97 Alameda business and outreach events.

The Alameda CTC emailed the three versions of the flyer to 335 individuals/organizations, including chambers of commerce and community organizations, and featured the full report in other publications such as the Executive Director's Monthly Report (both print and online versions) and in Alameda CTC Reports, a bi-monthly print and electronic newsletter.

Cost per reader for print report and flyer: The bulk of outreach expenses fell into this category. An estimated 2,423 people read the report or flyer, based on distribution to 992 people. The total cost to design, translate, print, and mail the 8-page report and 2-page flyer was \$7,207.87. The estimated cost per reader was \$2.97 (see Attachment 8.2B).

Recommendations:

- Since the CWC members decided to reduce the original design from 12 pages to 8 pages and to change the focus of the content, the design costs were considerable in 2012 (\$3,240). CWC members could develop the content instead of staff to reduce design costs, and staff could assist by editing the content.
- Since there were quite a few leftover flyers, to reduce costs, print fewer flyers next year (1,000 versus 2,000).
- Staff will forward an email with the three flyers as attachments to CWC members, who could pass along the email to other organizations.

Online Media Outreach

As the media has moved toward producing online versions of many publications, Alameda CTC has also begun to place more advertisements in these online publications to reach a broader audience. Staff created five layout versions of banner advertisements and coordinated placement of them on 18 websites. Alameda CTC also placed a "What's New" listing on its website, with a link to the full report, and posted all versions of the report and flyer on the Reports page.

Cost per reader for online outreach: An estimated 400,000 people visited the online publications, and approximately 965 readers actually clicked on one of the online ads to view the online report. The total cost of the online advertisements was \$8,273.33. The cost per page view for each ad averaged 2 cents, and the cost per click-through was \$8.57 (see Attachment 8.2C).

Recommendations:

- Since many people viewed the pages with the online ads, use stronger key messages in case people don't click-through to the full online report. These messages could reinforce the Alameda CTC brand, provide name recognition, and educate viewers about CWC and Alameda CTC efforts to improve transportation in Alameda County.
- To reduce costs, eliminate placing a few of the online ads that did not result in many click-throughs to the full report.
- Consider inquiring if the local jurisdictions and transportation agencies will allow Alameda CTC to place a link to the online report on their websites. This may be another no-cost way to improve visibility. CWC members may think of additional ways to partner with other agencies to improve exposure to the report.

Social Media and Additional Outreach

This form of outreach was new for Alameda CTC in 2012, and was an effective way to quickly get information to the public about the report through Facebook, LinkedIn, and YouTube. Staff also wrote and distributed an electronic press release about the report to 135 media contacts—all media in the county—which included newspapers, blogs, ethnic media, radio, television, and cable TV.

Cost per reader for social media and additional outreach: An estimated 4,640 people received information about the report. Aside from staff time, there was zero cost per recipient (see Attachment 8.2D).

Recommendations:

- Since the return on investment is quite high with this form of outreach, rely more on social media to get the word out:
 - Identify other individuals and organizations to contact through social media.
 - Ask CWC members on Twitter to retweet the report info to their followers.
 - Ask CWC members on Facebook to forward info to their friends.
 - Post tweets from Alameda CTC about the new report more often.
- Place a link to the report in CWC members' personal blogs that could result in links to the report in affiliated blogs.
- After the press release goes out, follow up with media to ensure they received the release and to answer any questions they may have before writing a story to announce the new report.
- Reuse the video of the chair that shows the important work that the CWC and Alameda CTC are doing to improve transportation.
 - Promote the video using existing Alameda CTC social media channels.
 - Place the video on CWC members' blogs that could result in links to the video in affiliated blogs.

Return on Investment

In 2012, the budget was \$50,000. The actual total cost to design, place in print and online advertisements, print and mail the CWC's 10th Annual Report to the Public, and perform live and social media outreach about the report was \$41,536 (Alameda CTC received a discount on one of the online advertisements, which brought the total lower than the \$42,713 reported previously).

Through all types of outreach that Alameda CTC used, approximately 3.3 million people may have heard about the report at an estimated average cost per potential reader of 1.3 cents. Approximately 2.9 million of these people may have read an ad or legal notice of public hearing in print publications, 400,000 may have read online ads, over 5,000 people may have learned about the report electronically, and 1,700 people may have read the print report or flyer.

Additional Findings and Recommendations

Alameda CTC staff recommends that CWC's Annual Report Subcommittee meet earlier than in previous years, in advance of developing the report, to consider the types of outreach they would like to employ; the quantities of print ads, reports, and flyers desired; and additional low-cost strategies for getting the word out about CWC and Alameda CTC activities.

Additional ways to improve visibility and the Alameda CTC's return on its investment:

- Have the CWC Annual Report Subcommittee take more of a leadership role in the process to create an outline of the report, create the content for the report, and develop the outreach plan, including determining in which media to place print and online ads.
- Highlight portions of the report as new stories at certain intervals on the News section of the Alameda CTC website to continue to attract new readers to the full report.
- Encourage CWC members to assist with more of the outreach in their local communities. CWC members could distribute hard-copy and electronic versions of the flyer and report to community organizations.
- Develop a list of additional partner agencies or organizations in which to share information about the report via email, through weblinks, and through social media.
- Research other online advertisement and social media possibilities.

Fiscal Impact: There is no fiscal impact at this time. The proposed outreach activities are for discussion. Alameda CTC will bring the final design, printing, advertisement and other outreach costs to CWC members in November 2013.

Attachments

- A. 2012 Print Advertisement Cost per Reader
- B. 2012 Additional Outreach Costs
- C. 2012 Online Advertisement Cost per Reader
- D. 2012 Social Media and Total Outreach Costs
- E. 2013 Outreach Schedule
- F. 2013 Publication Costs (this will be a handout at the July 8, 2013 meeting)

Staff Contacts

[Tess Lengyel](#), Deputy Director of Policy, Public Affairs and Legislation

[Patricia Reavey](#), Director of Finance

[Angie Ayers](#), Public Meeting Coordinator

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Attachment A: 2012 Print Advertisement Cost per Reader

Advertisements in Print Publications					
Affiliation	Newspaper	Circulation	Readership*	Actual Cost	Cost per Reader
	Alameda Times Star - 2 days	68,317	170,793		
	Fremont Argus - 2 days	37,198	92,995		
	Hayward Daily Review - 2 days	39,835	99,588		
	Oakland Tribune - 2 days	68,317	170,793		
	Tri-Valley Herald - 2 days	47,679	119,198		
	Times Herald - 1 day	12,036	42,600		
		273,382	695,965	\$8,173.20	\$0.0117
Bay Area News Group East Bay					
	Alameda Journal	23,325	56,600		
	Berkeley Voice	11,560	15,700		
	The Journal (El Cerrito)	6,157	7,500		
	The Montclair	27,363	43,300		
	The Piedmonter	5,058	8,500		
		73,463	131,600	\$1,285.20	\$0.0098
Bay Area News Group Hills Newspapers					
East Bay Express	East Bay Express	43,000	186,616	\$1,800.00	\$0.0096
The Independent	The Independent - Livermore, Pleasanton, Dublin, and Sunol	27,000	67,500	\$1,333.08	\$0.0197
Pleasanton Weekly	Pleasanton Weekly	14,000	37,800	\$1,079.00	\$0.0285
	Berkeley Post	5,000	18,000		
	El Mundo	10,000	36,000		
	Marin Post	1,450	5,220		
	Oakland Post	22,500	81,000		
	Richmond Post	5,000	18,000		
	South County Post	1,050	3,780		
	San Francisco Post	5,525	19,890		
		50,525	181,890	\$3,000.00	\$0.0165
Post News Group					
San Francisco Chronicle	San Francisco Chronicle	88,500	581,961	\$1,000.00	\$0.0017
San Francisco Business Times	San Francisco Business Times (Alameda County, Contra Costa County)	17,000	80,000	\$5,525.00	\$0.0691
Tri-City Voice	Tri-City Voice (Fremont, Newark, Union City, Hayward, and Sunol)	53,859	190,000	\$735.00	\$0.0039
Language 411	Translation of ad into Spanish for Post News			\$441.96	0.0000
Publications Design	Design of all print advertisements			\$1,140.00	
An estimated 2.2 million people read the paper; average cost was 1.2 cents per person.					
2,153,332					
\$25,512.44					
\$0.0118					

*If the media did not provide exact readership for print publications, this figure is based on 2.5 persons reading each paper in circulation.

Attachment B: 2012 Additional Outreach Costs

Legal Notice of Public Hearing in Print Publications						
Affiliation	Newspaper	Circulation	Readership*	Actual Cost	Cost per Reader	
Bay Area News Group East Bay	Six newspapers	261,346	327,700	\$221.28	0.0007	
East Bay Express	East Bay Express	43,000	186,616	\$75.00	0.0004	
The Independent	The Independent	27,000	67,500	\$51.37	0.0008	
Post News Group	Seven newspapers (free Spanish translation)	50,525	180,000	\$195.00	0.0011	
An estimated 761,000 people read the papers; cost was 0.07 cent per person.		381,871	761,816	\$542.65	0.0007	

*If the media did not provide exact readership for print publications, this figure is based on 2.5 persons reading each paper in circulation.

Design, Printing, and Distribution of Full Report and Flyer						
Affiliation	Outreach Activity	Circulation/ Quantity	Readership **	Actual Cost	Cost per Reader	
Alameda County Libraries	Mailed full report	42	420	\$115.95	0.2761	
BPAC, CAC, PAPCO, TAC Members	Handed out full report and flyer	72	72	\$0.00	0.0000	
Commissioners	Handed out full report and flyer	43	43	\$0.00	0.0000	
Outreach Events (97 events)	Handed out full report (250) and flyer (250)	500	1,250	\$0.00	0.0000	
Language 411	Translated flyer into Chinese and Spanish			\$1,055.77		
Publications Design	Designed report (\$2,400) and flyer (\$840)			\$3,240.00		
Autumn Press	Printed report (1,000 qty.) and flyer (2,000 qty.)			\$2,796.15		
Subtotal outreach with printed materials:		657	1,785	\$7,207.87	4.0380	
Agency/Jurisdiction Staff Members	Emailed English, Chinese, Spanish flyer, web link	223	223	\$0.00	0.0000	
Ala. Cty. Chambers of Commerce	Emailed English, Chinese, Spanish flyer, web link	18	180	\$0.00	0.0000	
Asian Community Organizations	Emailed English, Chinese, Spanish flyer, web link	51	128	\$0.00	0.0000	
Spanish Community Organizations	Emailed English, Chinese, Spanish flyer, web link	43	108	\$0.00	0.0000	
Subtotal outreach with electronic materials:		335	638	\$0.00	0.0000	
An estimated 2,400 people read the print/electronic info; cost was \$2.97 per person.		992	2,423	\$7,207.87	2.9748	

**Readership is based on 10 readers per library or chamber, and 2.5 persons reading each flyer emailed to organizations and distributed at outreach events.

Attachment C: 2012 Online Advertisement Cost per Reader

Advertisements in Online Publications						
Affiliation	Website	Page Views	Click-throughs*	Actual Cost	Cost per Page View	
Alameda CTC	www.AlamedaCTC.org	564	617	\$0.00	0.0000	
Asian Week	www.asianweek.com	No Data	No Data	\$336.00	0.0000	
Bay Area News Group	www.insidebayarea.com	133,218	145	\$2,000.00	0.0150	
East Bay Express	www.eastbayexpress.com/	33,701	115	\$225.00	0.0067	
Patch News Alameda	http://alameda.patch.com/	9,651	No Data	\$108.00		
Patch News Albany	http://albany.patch.com/	16,049	No Data	\$157.50		
Patch News Berkeley	http://berkeley.patch.com/	1,918	No Data	\$103.50		
Patch News Castro Valley	http://castrovalley.patch.com	2,854	No Data	\$126.00		
Patch News Dublin	http://dublin.patch.com	3,300	No Data	\$157.50		
Patch News Livermore	http://livermore.patch.com	13,660	No Data	\$85.50		
Patch News Newark	http://newark.patch.com	4,738	No Data	\$126.00		
Patch News Piedmont	http://piedmont.patch.com	2,350	No Data	\$103.50		
Patch News Pleasanton	http://pleasanton.patch.com	6,531	No Data	\$157.50		
Patch News San Leandro	http://sanleandro.patch.com	4,334	No Data	\$126.00		
Patch News Union City	http://unioncity.patch.com	3,333	No Data	\$126.00		
Patch News/AOL		68,718	No Data	\$1,377.00	0.0200	
Pleasanton Weekly	www.pleasantonweekly.com/	81,235	41	\$200.00	0.0025	
San Francisco Business Times	www.bizjournals.com/sanfrancisco/	39,720	15	\$1,667.00	0.0420	
San Francisco Gate	www.sfgate.com/	43,183	32	\$1,728.33	0.0400	
Tri-City Voice	www.tricityvoice.com/	No Data	No Data	\$0.00	0.0000	
Publications Design						
Design of all online advertisements						
An estimated 400,000 people viewed the ad; average cost was 2.1 cents per person.						
		400,339	965	\$8,273.33	0.0207	

*Not all publications provided click-through data, a minimum of 965 people clicked through to the online report (\$8.57 per click-through).

Attachment D: 2012 Social Media and Total Outreach Costs

Social Media and Additional Outreach						
Affiliation	Outreach Activity	Recipients	Additional Recipients*	Actual Cost	Cost per Reader	
Alameda CTC	Posted report information on Facebook	26	2	\$0.00	0.0000	
Alameda CTC	Tweeted about report on Twitter	116	478	\$0.00	0.0000	
Alameda CTC	Provided press release to media on August 25	135		\$0.00	0.0000	
Alameda CTC	Emailed e-newsletter with story on report	3,865		\$0.00	0.0000	
Alameda CTC	Mentioned report in online monthly report	No Data		\$0.00		
Alameda CTC	Developed, posted video with CWC chair	18		\$0.00	0.0000	
Over 4,600 people received information; there were no costs beyond staff time.		4,160	480	\$0.00	0.0000	

*Recipients forwarded this information to two Facebook friends and retweeted it to 478 people.

5,278

Estimated Total Cost per Reader						
Affiliation	Outreach Activity	Readership **	Actual Cost	Cost per Reader		
Alameda CTC	Advertise in print publications	2,153,332	\$25,512.44	0.0118		
Alameda CTC	Advertise legal hearing in print publications	761,816	\$542.65	0.0007		
Alameda CTC	Print, mail, and distribute report and flyer	2,423	\$7,207.87	2.9748		
Alameda CTC	Advertise in online publications	400,339	\$8,273.33	0.0207		
Alameda CTC	Promote in social media, e-newsletter, video	4,640	\$0.00	0.0000		
An estimated 3.3 million people may have heard about the report; cost was 1.3 cents per person.		3,322,550	\$41,536.29	0.0125		

**Readership for online publications is based on advertisement page views rather than click-throughs.

Meeting Date	Event Name	Sponsor Agency/ Organization	Meeting Location	Outreach Type (sponsor-driven)	Meeting Time	# Attend
Monday, July 01, 2013	Annual Mobility Workshop	Alameda CTC	Ed Roberts Campus, Berkeley, CA	S_PWD - Senior Center and People with Disabilities	8-4p	100
Wednesday, July 03, 2013	City Center Summer Sounds Concert	City Center	Oakland, City Center	B - Business	12 - 1pm	unknown
Wednesday, July 17, 2013	APBP Webinar: From Paint to Preform: Getting the Most from Pavement Markings	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25
Thursday, July 18, 2013	Healthy Living Festival	USOAC	Oakland Zoo: 9777 Golf Links Road	S_PWD - Senior Center and People with Disabilities	8am - 2pm	500+
Saturday, July 20, 2013	PedalFest	Jack London Square, East Bay Bicycle Coalition, Walk Oakland Bike Oakland	Jack London Square	BP - Bike/Ped	11am - 8pm	20,000
Wednesday, July 24, 2013	Workshop on Implementing Complete Streets Policies	Alameda CTC	Alameda CTC offices, 3rd Floor	E_G - Elected Officials_Government Agencies	8:30am - 12:30pm	unknown
Friday, July 26, 2013	Inside Oakland	Oakland Chamber of Commerce	Oakland Chamber Board Room 475 14th St. Oakland, 94612	B - Business	8:30 - 10am	unknown
Saturday, August 03, 2013	Fremont Festival of the Arts - Business Alley	Fremont Chamber of Commerce	State Street btw Capitol Ave & Beacon Street (subject to change)	G - General	10 am - 6pm	unknown
Wednesday, August 07, 2013	Economic Development Meeting	Livermore Chamber of Commerce	2157 1st Street Livermore, CA	B - Business	7:30 - 9am	unknown
Wednesday, August 07, 2013	Healthy Aging Fair	Alameda County Area Agency on Aging	Chabot College Cafeteria (25555 Hesperian Blvd)	S_PWD - Senior Center and People with Disabilities	10am - 2:30pm	500
Wednesday, August 07, 2013	City Center Summer Sounds Concert	City Center	Oakland, City Center	G - General	12 - 1pm	unknown
Saturday, August 10, 2013	Black Expo	Bay Area Black Expo	Mills College	G - General	10am - 6pm	unknown
Thursday, August 15, 2013	Breakfast with Congressman Eric Swalwell	Dublin Chamber of Commerce	Dublin Library Community Room 200 Civic Plaza Dublin, CA	B - Business	8am	unknown
Saturday, August 17, 2013	21st Festival of India Festival of Lights - Diwali Mela 2013		39439 Paseo Padre Parkway Fremont, CA 94536 (at Paseo Padre and Walnut Ave.)	G - General	11am - 11pm	25,000+
Wednesday, August 21, 2013	APBP Webinar: Getting Better Data for Better Decisions: Improving Performance Measures and Outcomes	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25

Meeting Date	Event Name	Sponsor Agency/ Organization	Meeting Location	Outreach Type (sponsor-driven)	Meeting Time	# Attend
Saturday, August 24, 2013	Chinatown StreetFest	Oakland Chinatown Chamber of Commerce	Chinatown	G - General	10am - 6pm	90,000
Monday, August 26, 2013	Caltopia 2013	UC Berkeley		ED - Education	10am - 4pm	
Thursday, August 29, 2013	BOC (Breakfast of Champions) Presentation	BOC - Oakland	Francesco's Restaurant, 8520 Pardee Drive, Oakland, CA 94621	B - Business	7:30 - 9:30am	50 - 70
Wednesday, September 04, 2013	City Center Fall Concert Series	City Center	Oakland, City Center	B - Business	12 - 1pm	unknown
Sunday, September 08, 2013	Solano Avenue Stroll	Solano Avenue Association	Solano Avenue in Berkeley	G - General	10am - 6pm	20000+
Saturday, September 14, 2013	Taste of Union City: Food, Blues and Music Festival	City of Union City	Kennedy Park Union City, CA	G - General	8am -	20,000+
Wednesday, September 18, 2013	APBP Webinar: Integrating Spatial Data to Develop Community Priorities	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25
Thursday, September 19, 2013	Green Scene Fair	City of Pleasanton	Hacienda West 3825-3875 Hopyard Road Pleasanton, CA	E_G - Elected Officials_Governme nt Agencies	10:30am - 1:30pm	unknown
Sunday, September 22, 2013	10th Annual Ethiopian New Year Celebration	Ethiopian Community and Cultural Center (ECCC)	Mosswood Park, 3612 Webster Street, Oakland, CA 94609	G - General	12 - 7pm	2500
Tuesday, September 24, 2013	Kaiser Permanente Oakland Medical Center Employee Transportation Fair	Kaiser Permanente	Kaiser Permanente 280 W. MacArthur Blvd, Conference Room 1200B Oakland, CA	H - Health Organizations	12 - 3pm	4000
Friday, September 27, 2013	UC Berkeley Disabled Students' Program Presentation	UC Berkeley Disabled Students' Residence Program (DSRP)	UC Berkeley Disabled Students' Residence Program (DSRP)	S_PWD - Senior Center and People with Disabilities	2 - 4p	15
Sunday, September 29, 2013	Muscular Dystrophy Association Presentation	Muscular Dystrophy Association	Kaiser Permanente Oakland, 3801 Howe Street, Fabiola Building, Oakland, CA 94611	S_PWD - Senior Center and People with Disabilities	1 - 3pm	25
Wednesday, October 02, 2013	City Center Fall Concert Series	City Center	Oakland, City Center	B - Business	12 - 1pm	unknown
Thursday, October 03, 2013	BOC Construction & Professional Services DBE Training	Bay Area Business Outreach Committee	San Jose (at VTA)	B - Business	8am - 1pm	unknown
Friday, October 04, 2013	KONO CulturalFest	KoreaTown Oakland, Inc	Telegraph Ave btw 25 - 27th Streets, Oakland, CA	B - Business	5 - 9pm	unknown

Meeting Date	Event Name	Sponsor Agency/ Organization	Meeting Location	Outreach Type (sponsor-driven)	Meeting Time	# Attend
Saturday, October 05, 2013	Oaktoberfest/ BikeMobile	Dimond District Association	Dimond District	G - General	11am - 6pm	10000
Saturday, October 06, 2012	Science in the Park - BikeMobile	City of Hayward	Alden E. Oliver Sports Park, 2580 Eden Park Place Hayward, CA	ED - Education	9am - 4pm	5,000+
Sunday, October 13, 2013	Sunday Streets Berkeley	Livable Berkeley	Downtown Berkeley	G - General	11 - 4 pm	10000
Wednesday, October 16, 2013	APBP Webinar: Using Photo-enforcement to Improve Pedestrian Safety	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25
Saturday, October 26, 2013	Dia de los Muertos/ BikeMobile	Unity Council	Fruitvale Village and BART parking Lots 12th St. btw 33rd and 37th Streets, Oakland, CA	G - General	10:00 am to 5:00 pm	60,000+
Friday, November 01, 2013	Annual Luncheon	Oakland African American Chamber of Commerce	TBD	B - Business	12 - 1:30pm	unknown
Wednesday, November 06, 2013	City Center Fall Concert Series	City Center	Oakland, City Center	B - Business	12 - 1pm	unknown
Wednesday, November 20, 2013	APBP Webinar: Is There Safety in Numbers for Cyclists and Pedestrians?	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25
Wednesday, December 18, 2013	APBP Webinar: Integrating Equity into Bicycle and Pedestrian Planning	Alameda CTC/ APBP	Alameda CTC, 3rd Floor	BP - Bike/Ped	12 - 1pm	25

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FOR IMMEDIATE RELEASE

August __, 2013

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Citizens Watchdog Committee Reports on Transportation Investments 11th Annual Report to the Public covers Measure B sales tax expenditures and project highlights

Alameda County - California. On August __, 2013, the Citizens Watchdog Committee (CWC) of the Alameda County Transportation Commission (Alameda CTC) released its 11th Annual Report to the Public, covering fiscal year 2011-2012. The report notes that audited income and expenditures were in compliance with specific caps, and that the auditors identified no accounting concerns. It also provides an update on the delivery of voter-approved programs and projects funded by Measure B, Alameda County's half-cent sales tax for transportation improvements.

“Alameda CTC is responsible for allocating Measure B sales tax dollars for a wide range of transportation programs and projects that expand access and improve mobility, and the CWC is responsible for providing independent oversight of these expenditures to demonstrate to voters and businesses of Alameda County that Measure B is delivering on its promise,” said Citizens Watchdog Committee Chair James Paxson, “The review and analysis done by the CWC play a key role in making sure that Measure B funds are spent in accordance with the wishes of the voters.”

Measure B was approved by 81.5 percent of county voters in 2000. In fiscal year 2011-2012, Alameda CTC received \$112.6 million in revenue, and expended \$149.7 million as follows:

- \$92.0 million for public transit, including operations, capital investments and special transportation for seniors and people with disabilities.
- \$16.7 million for highway and streets projects.

- \$36.8 million for cities and Alameda County for local transportation improvements, including local streets and roads, and bicycle and pedestrian projects.
- \$3.2 million for general administration.
- \$1.0 million for direct program and project management and oversight.

The Citizens Watchdog Committee was created in 2002, after reauthorization of the local sales tax measure in 2000, to review agency financial audits and reports as well as the deadlines for program and project completion. Approximately 60 percent of the sales tax revenues, minus administrative costs, funds programs, and approximately 40 percent, minus administrative costs, funds capital projects. Part of the committee's responsibility is to issue an annual report to voters and taxpayers to report on the sales tax fund expenditures, and it keeps watch on all projects, programs and administrative costs.

The CWC Annual Report as well as audits of each agency receiving Measure B funds are available to the public on the Alameda CTC website. Hard copies of the report may be requested via e-mail to aayers@alamedactc.org, via mail to Alameda CTC offices at 1111 Broadway, Suite 800, Oakland, CA 94612, or via telephone to 510.208.7400.

About the Alameda County Transportation Commission

The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County. Alameda CTC coordinates countywide transportation planning and delivers the expenditure plan for the half-cent sales tax approved by 81.5 percent of county voters in 2000. For more information, visit www.alamedactc.org.

About the Alameda CTC Citizens Watchdog Committee

The Citizens Watchdog Committee is made up of 17 members, all of whom must be a resident of Alameda County. CWC members are not elected officials at any level of government nor public employees from agencies that either oversee or benefit from the proceeds of the sales tax measure. Members are appointed for a two-year term, as follows:

- One per district, appointed by the Board of Supervisors.
- One per Supervisor district, appointed by the Mayor's Conference.
- One per organization specified in the Expenditure Plan:
 - Alameda County Economic Development Alliance for Business.
 - Alameda County Labor Council.
 - Alameda County Taxpayers' Association.
 - Alameda County Paratransit Advisory and Planning Committee.
 - East Bay Bicycle Coalition.
 - League of Women Voters.
 - Sierra Club.

###

Proposed Policy on Public Outreach

Organization – Citizen’s Watchdog Committee, Alameda County 20 Year Transportation Tax Expenditure Plan

Background – The legislation underpinning the Alameda County 20 Transportation Expenditure Plan – 2000 Measure B – called for the creation of a Citizen’s Watchdog Committee which would “... report directly to the public.... publish an annual report... in local newspapers....copies of these documents must be made available to the public.” The legislation did not provide any additional details as to the nature and scope of the public reporting.

Reason/Purpose for Proposal - Since 2000 the viability of the printed news media (newspapers) has significantly declined with the advancements of the internet and social media capabilities. While the Citizen’s Watchdog Committee in conjunction with the staff of the Transportation Commission has made extra efforts to ensure that the public is aware of and receives the reports there remains no clear and defined blueprint for the level and scope of public outreach which is expected to be pursued. This Policy statement is designed to establish the minimum floor of public outreach which the CWC should pursue to meet the legislative expectations. The public is not limited to the residents of Alameda County but they represent the first priority for outreach.

Scope of distribution of or announcement of the annual CWC report to the public:

Printed Media – Newspapers which focus on the news and activities occurring in Alameda County California.

Direct mailing/distribution – County libraries, County Commissioners, Outreach events sponsored by or attended by Transportation Commission staff, Organizations which appoint representatives to the CWC.

Online (Internet) resources – Online publications which focus on the news and activities occurring in Alameda County California

Social Media – Utilize social media sites established by the Transportation Commission and all County jurisdictions (Cities) which benefit from the transportation tax.

Personal Outreach – CWC members will provide direct reports to their appointing organization and / or jurisdictions which fall within their appointed reporting area, e.g. Supervisory District.

Audience – The outreach will be targeted to the general public, i.e. all residents of Alameda County. For those residents who do not use English as a first language accommodation will be pursued as appropriate.

Costs for public outreach- The cost of public outreach shall be reasonable and not exceed a total of \$.05 per person based on the 2010 census count of 1,510,271. The cost includes printing, legal notice fees, publication fees, reimbursement for local travel, advertisements, translations, etc.

Prepared by PMDubinsky/6/20/2013/proposed Policy on Public Outreach/ CivicItems/CWC

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Memorandum

9.1

1333 Broadway, Suites 220 & 300, Oakland, CA 94612 • PH: (510) 208-7400 • www.AlamedaCTC.org

DATE: July 01, 2013

SUBJECT: Authorization to Proceed to Initiate a FY2013-14 Debt Issuance

RECOMMENDATION: Receive an update on the debt issuance process and activities and authorize the Executive Director to:

1. Initiate the process of issuing approximately \$165 million in FY2013-14 debt to finance ACTIA capital project fund needs.
2. Issue Requests for Proposals (RFP) or Requests for Quotes (RFQ), enter into negotiations with top ranked firms, and execute contracts for bond and disclosure counsel, investment banking services (underwriters) and various other small service contracts necessary to complete the bond issuance process such as the bond trustee and printers for the official statement.

Summary

Per the Public Utilities Code, the Alameda CTC is authorized to issue limited tax bonds to finance capital expenditures as provided for in the transportation expenditure plan which are to be payable from the proceeds of the sales tax measure. The Alameda CTC anticipates the need for external financing in the coming fiscal year (FY 2013-14) based on the budget approved by the Commission in June 2013. The projects with the largest draw on ACTIA capital project funds over the next few years include the BART Warm Springs Extension, the BART Oakland Airport Connector, the new I-580/Route 84 (Isabel Avenue) Interchange, and the I-580 Corridor Improvements projects, which together account for most of the debt financing need. The funds financed for the I-580 Corridor Improvements project would be paid back to the ACTIA capital projects fund from future toll lane revenues.

The timing of this financing need can be extended to as late as the second quarter of FY2014-15, based on current cash flow projections if the ACTIA capital fund borrows funds from the 1986 ACTA capital fund, which allows staff time to get all the required documents prepared. However, with interest rates as low as they are today, the sooner the Alameda CTC goes to market the lower the cost of funds should be overall. Cash flow projections indicate that the ACTIA capital fund will continue to be solvent throughout the life of the measure as there will be sufficient funds to pay the debt service

on the bonds and allow the I-580 Corridor Improvements project to repay the ACTIA capital fund from toll revenues over time.

The key steps involved in the issuance of bonds include: hire a financing team to finalize the financing plan, develop bond documents, prepare for rating agency presentations, market the bonds to investors, price the bonds and close the transaction.

Background

The first step in the process of issuing debt is to select a financing team. Based on current scheduling projections, staff expects to begin the RFP process in August. Generally the fees associated with the financing team are paid out of bond proceeds. The financing team includes:

- *Independent Financial Advisor (FA)* – acts as an advocate for the Alameda CTC and helps staff to make informed decisions throughout the bond issuance process. The FA will help to develop the plan for financing, develop the credit rating strategy, advise on the method of sale, assist in the development of the bond documents and plan and coordinate the bond closing. The Alameda CTC has already selected the FA, Public Financial Management, Inc. (PFM), who will assist in the process for selecting the rest of the financing team and has already assisted in the development of the debt policy also before you for approval today.
- *Bond Counsel* – serves as counsel to the Alameda CTC in preparing the Trust Indenture and other bond documents that are market standard and those that protect the interest and maintains future flexibility for the Alameda CTC. Tax professionals within the bond counsel firm will provide an objective legal opinion on the validity of a specific bond offering and the tax exempt status of the interest on the Alameda CTC's bonds for investors. Bonds can't be sold without the opinion of a recognized bond counsel. Staff is recommending approval for the issuance of a RFP, entering into negotiations with top ranked firms, and executing a contract with bond counsel.
- *Disclosure Counsel* – is relied upon to thoroughly and accurately disclose all pertinent matters relating to the Alameda CTC and the bonds being offered to investors. Disclosure counsel provides advice and offers their opinion on matters of compliance with federal and SEC disclosure requirements. They prepare the official statement and the continuing disclosure agreement. Together, bond counsel and disclosure counsel work on matters such as federal and state law and tax approvals, ensuring that proper legal procedures are being followed. Staff is recommending approval for the issuance of a RFP, entering into negotiations with top ranked firms, and executing a contract with disclosure counsel.

- *Bond Underwriters* – will be brought on board the financing team if staff decides to issue debt on a negotiated basis. A bond underwriter is a financial institution (investment bank or commercial bank) which would purchase all of our new municipal securities in the bond issuance and resell them to investors. Underwriters assist in the development of the plan of finance, the bond structure and in the review of bond documents. They also manage the pricing process and market the bonds. Staff is recommending approval for the issuance of a RFP, entering into negotiations with top ranked firms, and executing a contract with bond underwriters.

Other participants in the bond issuance process include:

- *Rating Agencies* - will assess the credit quality of the bonds, assign a rating to the bond issue and update ratings periodically while the debt is outstanding.
- *Trustee* – acts in a fiduciary capacity for the benefit of bondholders in enforcing the terms of the trust indenture. They transmit principal and interest payments from issuer to the bondholders and hold and invest money in the construction and other funds that serve as security for the payment of debt service on the bonds.
- *Auditor* – will provide a report of the Alameda CTC's financial position.

Once the team is selected, the process of preparing bond documents, the disclosure document and a rating agency presentation will begin. Based on current scheduling projections, staff expects the preparation of these documents to transpire throughout the fall of 2013.

Bond documents include the following:

- *Trust Indenture* – A written agreement between the issuer of a bond and the trustee, acting on behalf of bondholders which articulates the terms and conditions for the transaction, such as interest rate, maturity date convertibility and other terms, and defines the responsibilities of the issuer and the bondholder.
- *Bond Purchase Agreement* – Contract between an underwriter and an issuer that sets the terms of the sale, price, and interest rate on a new issue of bonds.
- *Resolution for Commission Approval to Issue Debt* – Staff will come to the Commission for approval before issuing debt with substantially final bond documents including a resolution for approval which will detail and describe: Purpose for debt issuance, estimated costs, principal amount of bonds, maximum term for the bonds, maximum rate of interest to be paid, denominations of the bonds, the form of the bonds such as registered or coupon bonds and other pertinent information. Based on current scheduling projections, staff expects to return to the Commission for approval of this resolution in January 2014.

Disclosure document - The disclosure document is initially referred to as the *preliminary official statement* (POS). The POS provides a description of the securities offered and the transaction prior to the determination of the interest rate and offering price. It may be used to gauge interest in an issue and is often relied upon by potential purchasers in making their investment decision as it discloses risk and other material information associated with investment in the securities. Offers for the sale of or acceptance of securities are not made on the basis of the preliminary official statement and a statement to that effect appears on the face of the document. The POS is subject to amendment until finalized as the official statement when bonds are sold.

Rating agency presentation - A rating agency presentation is prepared to present to the selected rating agencies, such as Standard and Poor's, Moody's or Fitch, in order for the Alameda CTC to receive a bond rating before going to market. The presentation should tell the story of the Alameda CTC and should including qualitative information such as various demographic and financial metrics. Based on current scheduling projections, staff expects to invite rating agencies in for presentation in the month of December so that ratings will be received before going to market. Staff will distribute the final rating reports from rating agencies to Commission members.

Following Commission approval to issue bonds (expected in January 2014), the POS will be distributed to investors and the bonds will be marketed for two weeks. There will be investor outreach and meetings held to give investors information about the Alameda CTC and to tell our story. Outreach will be imperative to the sale of Alameda CTC bonds since the Alameda CTC is a new agency and has not previously been in the market selling bonds. Staff expects to go to market in the month of February for the final sale of bonds.

In order to maintain investor relations, staff will set up procedures to ensure that once bonds are issued, debt service is paid accurately and timely and that continuing disclosure requirements are met. Continuing disclosure information should reflect the financial health of the agency as it changes over time and includes specific events that can have an impact on key features of the bonds. This information is loaded on the Municipal Securities Rulemaking Board's (MSRB) Electronic Municipal Market Access (EMMA) website at www.EMMA.MSRB.org.

Fiscal Impact: There is no fiscal impact to the budget for this item as all contracts for the issuance of debt will be paid out of the bond proceeds of the bond issuance. However, since the Alameda CTC currently has no outstanding debt there will be an increase in debt service costs once the debt is issued over the remaining life of the Measure B sale tax. Principal and interest costs will be determined as the details of the debt issuance are developed.

Staff Contact:

[Patricia Reavey](#), Director of Finance



Memorandum

9.2

1333 Broadway, Suites 220 & 300, Oakland, CA 94612 • PH: (510) 208-7400 • www.AlamedaCTC.org

DATE: June 24, 2013

SUBJECT: Approve the Alameda CTC Debt Policy

RECOMMENDATION: Approve the Alameda CTC Debt Policy effective Fiscal Year 2013-2014.

Summary

This Alameda CTC Debt Policy (Debt Policy) establishes guidelines for the issuance and management of Alameda CTC debt and confirms the commitment of the Commission, management and staff to adhere to sound financial management practices. The proposed Debt Policy was developed to define parameters and guide staff and financial advisors in developing Alameda CTC's plans for debt issuances. This Debt Policy will govern the issuance and management of all debt funded through the capital markets, including the selection and management of related financial and advisory services and products. Priorities of the Debt Policy include:

- To effectively manage and mitigate financial risk;
- To maintain strong credit ratings and good investor relations;
- To achieve the lowest cost of capital;
- To preserve future program flexibility; and
- To maintain ready and cost-effective access to the capital markets.

Responsibility for implementation of the Debt Policy and day-to-day responsibility and authority for structuring, implementing, and managing the Alameda CTC debt and finance program, shall reside with the Executive Director and Director of Finance. This Debt Policy requires that the Commission specifically authorize each debt financing.

The Alameda CTC's Strategic Plan/Congestion Management Program, which programs Measure B Sales Tax funds as well as all other funds administered by the Alameda CTC, shall be used in combination with the Alameda CTC's Debt Policy to ensure proper allocation and financing of Measure B eligible projects. The Strategic Plan sets priorities and strategies for allocating Measure B funds under its guiding principles, while the Debt Policy provides policy direction and limitations for proposed financings. Debt issuance for capital projects shall not

be recommended for Commission approval unless such issuance has been incorporated into the Strategic Plan/Congestion Management Program documents.

Background

The Alameda CTC currently has no debt outstanding, but is planning to issue debt in relation to ACTIA capital project needs over the next fiscal year. The Debt Policy sets standards for appropriate use of debt financing, defines the purposes for which debt financing can be used, and describes the types of debt financing allowed by this Debt Policy, terms and structural considerations, various credit enhancements available when issuing debt, and the methods of sale available. It also sets parameters around the investment of bond proceeds and describes the relationships with rating agencies, investors and the Commission.

The Debt Policy requires contracts with the financing team to be competitively bid and for staff to receive Commission approval before soliciting these services. It also requires continuing disclosure for the benefit of the bond holders in compliance with Title 17 Code of Federal Regulations §240 15c2-12, Municipal Securities Disclosure and for staff to develop post issuance compliance procedures to ensure that Alameda CTC is in compliance with requirements of the Internal Revenue Code of 1986, as amended, that must be satisfied with respect to tax-exempt bonds and other obligations after the bonds are issued so that interest on the bonds is and will remain tax-exempt.

Fiscal Impact: There is no fiscal impact.

Attachments

- A. Alameda CTC Debt Policy - Draft

Staff Contact

[Patricia Reavey](#), Director of Finance

Alameda County Transportation Commission
Debt Policy – DRAFT

I. Introduction

The purpose of the Debt Policy is to establish guidelines for the issuance and management of Alameda CTC debt. This Debt Policy confirms the commitment of the Commission, management, staff, and other decision makers to adhere to sound financial management practices. Priorities of the Debt Policy are as follows:

- Effectively manage and mitigate financial risk
- Maintain strong credit ratings and good investor relations
- Achieve the lowest cost of capital
- Preserve future program flexibility
- Maintain ready and cost-effective access to the capital markets

II. Scope and Authority

This Debt Policy shall govern the issuance and management of all debt funded through the capital markets, including the selection and management of related financial and advisory services and products.

This Policy shall be reviewed periodically and updated as required. Any changes to the policy are subject to approval by the Commission at a legally noticed and conducted public meeting. Overall policy direction of this Debt Policy shall be provided by the Commission. Responsibility for implementation of the Debt Policy and day-to-day responsibility and authority for structuring, implementing, and managing the Alameda CTC debt and finance program, shall reside with the Executive Director and Director of Finance. This Debt Policy requires that the Commission specifically authorize each debt financing.

While adherence to this Debt Policy is required in applicable circumstances, the Alameda CTC recognizes that changes in the capital markets, Alameda CTC programs and other unforeseen circumstances may from time to time produce situations that are not covered by the Debt Policy and require modifications or exceptions to achieve policy goals. In these cases, management flexibility is appropriate, provided specific authorization from the Commission is obtained.

III. Capital Budgeting and Planning for Debt Issuance

The Alameda CTC's Strategic Plan/Congestion Management Program, which programs Measure B Sales Tax funds as well as all other funds administered by the Alameda CTC, shall be used in combination with the Alameda CTC's Debt Policy to ensure proper allocation and financing of Measure B eligible projects. The Strategic Plan sets priorities and strategies for allocating Measure B funds under its guiding principles, while the Debt Policy provides policy direction and limitations for proposed financings. Debt issuance for capital projects shall not be recommended for Commission approval unless such issuance has been incorporated and approved by the Commission in the Strategic Plan.

IV. Standards For and Appropriate Use of Debt Financing

As borrowing needs are identified, Alameda CTC will evaluate the nature of the capital investment (e.g., the purpose and useful life of the asset) to ensure that long-term debt is the appropriate financing mechanism to meet the funding need. Standards for the appropriate use of debt financing will include those described below.

- A. Long Term Capital Projects:** Long-term debt should be used to finance essential capital projects where it is cost effective and fiscally prudent. The debt repayment period should not exceed 120% of the useful life of the project being financed or the term of the current sales tax Measure. The ability or need to expedite or maintain the programmed schedule of approved capital projects will be a factor in the decision to issue long-term debt.
- B. Debt Financing Mechanism:** Alameda CTC will evaluate the use of financial alternatives available including, but not limited to, long-term debt, short-term debt, commercial paper, and inter-fund borrowing. Alameda CTC will utilize the most cost advantageous financing alternative consistent with limiting the Alameda CTC's risk exposure.
- C. Credit Quality:** Credit quality is an important consideration for the Alameda CTC. All Alameda CTC debt management activities for new debt issuances will be conducted in a manner conducive to receiving the highest credit ratings possible consistent with the Alameda CTC's debt management and project delivery objectives.

V. Purpose of Financing

The general purpose of bond financing falls into three general categories: (1) to finance new capital infrastructure, (2) to refinance existing bonds to reduce financing costs, risk or both, or (3) to reimburse an agency for eligible capital expenditures made within the last 18 months. These purposes are described in more detail below

- A. New Money Financing:** New money issues are those financings that generate additional funding to be available for expenditure on capital projects. These funds may be used for right-of-way acquisition, design, construction and the acquisition of construction materials, construction support, major rehabilitation of capital assets and utility relocation. New money issues will be proposed in the context of the Alameda CTC's Strategic Plan and will be consistent with the Transportation Expenditure Plan and Measure B Ordinance.
- B. Refunding Bonds:** Refunding bonds are issued to retire all or a portion of an outstanding bond issue. Most typically this is done to refinance at a lower interest rate to reduce debt service costs. Alternatively, some refundings are executed for a reason other than to achieve cost savings, such as to restructure the repayment schedule of the debt, to change the type of debt instruments being used, or to retire an indenture in order to remove undesirable covenants. In any event, a present value analysis must be prepared that identifies the economic effects of any refunding being proposed to the Commission.

The Alameda CTC has established a minimum debt service savings threshold goal of 3.0% of the refunded bond principal amount, on a maturity-by-maturity basis, unless there are other compelling reasons for defeasance. As an exception to this target savings threshold, the Alameda CTC may elect to include bonds maturing in the next 24 months into a larger

refunding if those maturities provide some positive savings. The present value savings will be calculated net of all costs related to the refinancing.

- C. Reimbursement Bonds: A reimbursement bond is a tax-exempt bond the proceeds of which are allocated to prior expenditures originally paid from sources other than bond proceeds. A proper reimbursement allocation results in the proceeds being treated as spent for the governmental purpose of the original expenditures even though the actual moneys are used to replenish the funds originally used to pay the expenditures.

Under federal tax regulations, the proceeds of bonds may be allocated to a prior capital expenditure, but only if a formal declaration of reasonable intention to reimburse the expenditure with the proceeds of a borrowing (a "declaration of official intent") had been properly made within sixty (60) days after the date the expenditure was paid. This declaration of official intent is commonly made via a reimbursement resolution adopted by the Commission. If a declaration of official intent has been made, bond proceeds may be allocated to expenditures previously paid for a period of up to 18 months after the date the expenditures were paid.

VI. Types of Debt

The market for municipal finance is well developed and provides numerous products or types of debt that the Alameda CTC will evaluate on a case-by-case basis. Some of the types of debt – long-term, short-term and variable rate – available to the Alameda CTC are described in this section.

A. Long Term Debt

1. Current Coupon Bonds: are bonds that pay interest periodically and principal at maturity. They may be used for both new money and refunding transactions. Bond features may be adjusted to accommodate market conditions at the time of sale, including changing dollar amounts for principal maturities, offering discount and premium bond pricing, modifying call provisions, utilizing bond insurance, and determining how to fund the debt service reserve fund.
2. Zero Coupon and Capital Appreciation Bonds: pay interest that is compounded and paid only when principal matures. Interest continues to accrue on the unpaid interest at rates that are typically higher than rates on current-coupon bonds, therefore representing a more expensive funding option. In the case of zero-coupon bonds, principal paid at maturity is discounted back to the initial investment amount received at issuance. In the case of Capital Appreciation Bonds, the value of the bond accretes until maturity.
3. Transportation Infrastructure Finance Innovation Act (TIFIA) Loan: is a loan provided by the United States Department of Transportation for certain transportation projects of regional importance. A TIFIA loan may contain comparatively flexible repayment provisions and an interest rate that is tied to the prevailing 30-year US Treasury Bond yield. The Alameda CTC may elect to apply for a TIFIA loan if it is determined that a project is eligible and it is the most cost effective debt financing option available for the project.

B. Short-Term Debt

1. Commercial Paper Notes: may be issued as an alternative to fixed rate debt, particularly when the timing of funding requirements is uncertain. The Alameda CTC may maintain an ongoing commercial paper program to ensure flexibility and immediate access to capital funding when needed.
2. Grant Anticipation Notes (GANs): are short-term notes that are repaid with the proceeds of State or Federal grants of any type. The Alameda CTC shall generally issue GANs only when there is no other viable source of funding for the project.
3. Lines of Credit: shall be considered as an alternative to or credit support for other short term borrowing options.
4. Grant Anticipation Revenue Vehicle Financing (GARVEE): are bonds issued by the State and enable entities to fund transportation projects that are secured by certain federal grants. The Alameda CTC may consider the issuance of GARVEEs to meet cash flow shortfalls of grant revenues.

C. Variable Rate Debt

1. Variable Rate Debt: It is sometimes appropriate to issue short-term or long-term variable rate debt to diversify the debt portfolio, reduce interest costs, provide interim funding for capital projects and improve the match of variable rate assets to variable rate liabilities. The amount of unhedged variable rate debt will generally not exceed 20% of all outstanding debt. Under no circumstances will variable rate debt be issued solely for the purpose of earning interest through arbitrage.

VII. Terms and Structure of Bonds

The terms and structure of a specific bond issuance will be developed within a prudent legal framework and with the objective of minimizing risk to Alameda CTC, maintaining strong credit ratings, addressing investor concerns, and preserving future flexibility in a cost-effective manner. Some of the terms and structural considerations are discussed below.

- A. Term: All capital improvements financed through the issuance of debt will be financed for a period not to exceed 120% of the expected average useful life of the assets being financed, and in no event shall exceed the expiration date of the current sales tax measure.
- B. Lien Levels: Senior and Junior Liens for each revenue source may be utilized in a manner that will maximize the most critical constraint -- typically either cost or capacity -- thus allowing for the most beneficial use of the revenue source securing the bond.
- C. Debt Service Structure: Alameda CTC will examine debt service structures in the context of program needs. Combined principal and interest payments for any particular bond issue will first be examined as a level payment structure. Deferred principal can create increased program and project delivery capacity and will also be examined. Alameda CTC's debt service structure will be sized within conservative revenue constraints and with the objective of maintaining strong credit ratings.

- D. Capitalized Interest: Unless otherwise required, capitalized interest will not be employed. This avoids unnecessarily increasing the bond size. Certain types of financings, such as toll revenue bonds, may require that interest on the bonds be paid from capitalized interest until Alameda CTC has constructive use of the project and project related revenues are expected to be available to pay debt service.
- E. Additional Bonds Test: Any new senior lien debt issuance must not cause Alameda CTC's debt service to exceed the level at which prior year revenues are less than one and a half times (1.5x) the maximum annual debt service (MADS) (or maximum annual principal and interest) for the aggregate outstanding senior lien bonds including the debt service for the new issuance.
- F. Call Provisions: In general, fixed rate, tax-exempt bonds will be issued with a provision that allows Alameda CTC to call outstanding bonds 10-years after the bond delivery date at par (i.e., no call premium).

VIII. Credit Enhancement

The Alameda CTC will consider the cost and benefit of credit enhancement, including the potential funding of a debt service reserve fund, on a case-by-case basis with each separate bond issuance.

- A. Bond insurance: The Alameda CTC shall have the authority to purchase bond insurance when such purchase is deemed prudent and advantageous. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest expense on insured bonds versus uninsured bonds.
- B. Debt Service Reserves: When beneficial to the Alameda CTC, a reserve fund equal to the lesser of:
 1. Ten percent (10%) of the original principal amount of the bonds
 2. Maximum annual debt service, or
 3. One-hundred-and-twenty-five percent (125%) of average annual debt service (the "Reserve Requirement")

Shall be funded from the proceeds of each series of bonds, subject to federal tax regulations and in accordance with the requirements of credit enhancement providers and/or rating agencies.

The Alameda CTC shall have the authority to purchase reserve equivalents (i.e., the use of a reserve fund surety) when such purchase is deemed prudent and advantageous. Such equivalents shall be evaluated in comparison to cash funding of reserves on a net present value basis.

- C. Letters of Credit: The Alameda CTC shall have the authority to enter into a letter-of-credit agreement when such an agreement is deemed prudent and advantageous. The long-term and short-term credit ratings of those financial institutions offering letters of credit will be a critical consideration before procuring any letter of credit.

IX. Method of Bond Sale

The Alameda CTC will determine, on a case-by-case basis, whether to sell its bonds competitively or through negotiation. Generally, there are three methods of sale: competitive, negotiated and private placement. Each type of bond sale has advantages and the potential to provide the lowest cost given the right conditions.

- A. Competitive Sale:** A competitive bond sale is used by established issuers, with strong credit ratings during times in which there are stable market conditions. With a competitive sale, an underwriter is not selected prior to the date of sale. The issuer works with their financial advisor and legal counsel to prepare documents, rating strategies and to notify market participants of the coming bond sale according to a published Notice of Sale. Industry accepted information outlets as well as phone calls made directly to the desks of underwriting firms are used to notify underwriters of the upcoming sale. The underwriter is selected based solely on price on the day of sale when bids are accepted.

A competitive sale allows an issuer to control bidding parameters and select the winning underwriter solely on the lowest True Interest Cost (TIC) submitted during a 30-minute bid process. No input on credit, structure or other matters is received from underwriters under a competitive sale.

- B. Negotiated Sale:** In a negotiated bond sale the issuer selects the underwriter several months before the sale of the bonds through a competitive RFP process. The underwriter is selected based upon relevant experience, recent bond sale performance and fees, among other factors. The final pricing of the bonds is directly negotiated with the underwriter based upon investor demand and orders received on the day of sale. The issuer generally relies upon the financial advisor during the negotiation process.

A negotiated sale is common for a new or infrequent issuer or an issuer with a weak bond rating. A negotiated sale can be advantageous during high volatility in the financial markets or during periods of low investor demand. Issuers who desire the underwriter's input on credit rating strategies, deal structure, document preparation, etc., will elect to sell bonds through a negotiated sale.

- C. Private Placement:** A Private Placement is a sale that is structured specifically for one purchaser such as a commercial bank. A direct purchase agreement or revolving credit facility is a form of a private placement. Such placement shall only be considered if this method is likely to result in a cost savings to the Alameda CTC relative to other methods of debt issuance.

X. Investment of Bond Proceeds

When bonds are issued, proceeds are deposited in various accounts, such as a construction fund, debt service fund and debt service reserve fund. Monies deposited in these funds are invested until needed. The investment strategy for each fund depends on federal/state statutes and regulations governing the types of instruments permitted to be used, the yield goals for the fund, requirements from rating agencies or credit enhancement providers, and the anticipated drawdown of bond proceeds.

The primary objectives for the investment activities of these funds will mirror that of the Alameda CTC investment policy, in order of priority, of safety, liquidity and yield. The investment strategy for these

funds will incorporate steps to minimize credit risk, market risk and opportunity risk by establishing guidelines for permitted investments, developing good cash flow estimates and integrating knowledge of prevailing and expected future market conditions with cash flow requirements. The investment of bond proceeds will be made in a manner that ensures legal and regulatory requirements are met, fair market value bids and offers are received and objectives for the uses of proceeds are attained. An evaluation will be conducted of investment alternatives including individual securities or portfolio of securities, investment agreements and mutual or pooled investment funds.

Investments will be permitted for bond proceeds as defined in the bond indenture document which will list an array of allowable options such as nonmarketable U.S. Treasury securities sold to state and local governments (SLGS), the Local Agency Investment Fund (LAIF) and various other investment alternatives as allowed in the California Government Code with the goal of earning the maximum arbitrage yield. Arbitrage calculations will be completed on a regular basis to monitor arbitrage rebate liabilities, if any, and a reserve for liabilities will be established for future remittance to the Internal Revenue Service.

XI. Market Relationships

As an issuer who values cost-effective market-access, the Alameda CTC will actively provide requested information and maintain relationships with rating agencies, investors and other market participants, as needed.

- A. Rating Agencies: The Executive Director and the Director of Finance shall be primarily responsible for maintaining our relationships with those rating agencies (i.e., Standard & Poor's, Moody's Investors Service and Fitch Ratings) from whom the Alameda CTC requests and holds ratings. The Alameda CTC may, from time-to-time, choose to deal with only one or two of these agencies as circumstances dictate. In addition to general communication, the Executive Director and the Director of Finance shall offer conference calls and/or meetings with agency analysts in connection with a planned sale.
- B. Investor Relations: Timely and accurate information shall be provided in response to inquiries from investors in order to maintain positive ongoing investor relations.
- C. Board Communication: As a means of providing feedback from rating agencies and/or investors regarding our financial strengths and weaknesses as perceived by the marketplace, information will be provided to the Commission when material information develops.

XII. Continuing Disclosure

It is Alameda CTC's policy to remain in compliance with Title 17 Code of Federal Regulations §240 15c2-12, Municipal Securities Disclosure, by filing our annual financial statements and other financial information for the benefit of our bondholders within 270 days of the close of the fiscal year and file material event notices in a timely manner.

XIII. Consultants

The Alameda CTC shall select its primary consultant(s) by a competitive qualifications-based process through Request for Proposals.

A. Selection of Financing Team Members: The Executive Director and the Director of Finance will request authorization from the Commission to issue Requests for Proposals (RFP), enter into negotiations with the top ranked firms and execute contracts for the following services.

1. **Financial Advisor:** The Alameda CTC shall utilize a financial advisor to assist in its debt issuance and debt administration processes. Selection of the Alameda CTC's financial advisor(s) shall be based on, but not limited to, the following criteria: (a) experience in providing consulting services to complex issuers, (b) knowledge and experience in structuring and analyzing complex issues, (c) experience and reputation of assigned personnel, and (d) fees and expenses.
2. **Bond Counsel:** Transaction documentation for debt issues shall include a written opinion by legal counsel affirming we are authorized to issue the proposed debt, that we have met all constitutional and statutory requirements necessary for issuance, and a determination of the proposed debt's federal income tax status. A nationally recognized bond counsel firm with extensive experience in public finance and tax issues will prepare this approving opinion and other documents relating to the issuance of debt. The bond counsel will be selected through a competitive RFP process.
3. **Disclosure Counsel:** When undertaking a bond sale, disclosure counsel may be retained to prepare the official statement if additional independence or expertise is needed. Disclosure counsel will be responsible for ensuring that the official statement complies with all applicable rules, regulations and guidelines. Disclosure counsel will be a nationally recognized firm with extensive experience in public finance. The disclosure counsel will typically be selected through a competitive RFP process.
4. **Underwriter:** The Alameda CTC shall have the right to select a senior manager and co-managers for a proposed negotiated sale. The Commission may establish a pool of eligible underwriters, or select firms on an as-needed basis. In either case, underwriters for a particular transaction will be selected through a competitive RFP process.
5. **Underwriter Counsel:** In any negotiated sale of Alameda CTC debt in which legal counsel is required to represent the underwriter, the lead underwriter will make the appointment, subject to Alameda CTC approval.

XIV. Post-Issuance Compliance Procedures

The Alameda CTC will establish and document procedures to ensure that Alameda CTC is in compliance with requirements of the Internal Revenue Code of 1986, as amended, that must be satisfied with respect to tax-exempt bonds and other obligations after the bonds are issued so that interest on the bonds is and will remain tax-exempt.



Citizens Watchdog Committee Issues Identification Process

Summary

This issues identification process outlines the responsibilities of the Citizens Watchdog Committee (CWC) and the process to bring and address issues of concern to the CWC.

CWC Responsibilities

The Citizen Watchdog Committee is charged with the following as written in the Expenditure Plan approved by voters in November 2000:

“This committee will report directly to the public and will be charged with reviewing all expenditures of the Agency [Alameda County Transportation Commission (Alameda CTC)].” The responsibilities of the committee are to:

- Hold public hearings and issue reports, on at least an annual basis, to inform Alameda County residents how the funds are being spent. The hearings are open to the public and must be held in compliance with the Brown Act, California’s open meeting law, with well-publicized information announcing the hearings posted in advance.
- Have full access to the Commission’s independent auditor and authority to request and review specific information and to comment on the auditor’s reports.
- Publish an annual report and any comments concerning the Commission’s audit in the local newspapers. In addition, copies of these documents must be made available to the public at large.

The Commission also allows the CWC to fulfill its mission by requesting information directly from Measure B fund recipients.

Review Process

The goals for any review of projects and programs by the CWC are to report to the public and make recommendations to the Alameda CTC staff and Board. To this end, the tasks for the CWC to focus on: 1) proper expenditure of Measure B funds; 2) the timely delivery of projects per contract agreements and the Expenditure Plan; and 3) adherence to the projects or programs as defined in the voter-approved Expenditure Plan.

CWC Issues Identification Process

During the review process, CWC members will use the following procedures:

1. Issues that are raised by CWC members regarding financial and contract compliance issues may be legitimate topics to pursue through the request of a project or program sponsor to appear before the CWC.
2. Before calling on a sponsor to appear, CWC members must submit a "CWC Issues Form" (attached) to the CWC chair or vice-chair for placement on the agenda at the next CWC meeting.
3. CWC members may also submit CWC Issues Forms during a meeting, which the chair will take into consideration, and at his or her discretion, address at that particular meeting.
4. The full CWC must approve issues identified in a CWC Issues Form to address in further detail by an affirmative vote.
5. CWC members may form an ad-hoc subcommittee to draft CWC questions that need answers from the project/program sponsors and to receive a presentation from a project or program sponsor specifically addressing the issues, questions, or concerns raised by the CWC.
6. The subcommittee should consider the resources listed below, either in preparation for the review meeting, or for examination during the meeting.

The reviews are expected to be organized, thorough and efficient, and may result in a clear recommendation for further action, if needed.

Resources for CWC (not inclusive)

- Adopted Measure B Expenditure Plan (blue book)
- Up-to-date list of project/program sponsors contacts
- Alameda CTC staff responsible for oversight of the project/program
- Information about public hearings, recent discussions, or news clippings provided by Alameda CTC staff to the CWC by mail or at meetings
- Other Alameda CTC community advisory committees (for example, the Citizens Advisory Committee, Paratransit Advisory and Planning Committee, or Bicycle and Pedestrian Advisory Committee chair-persons may be called on to address an issue.)
- Alameda CTC Auditor (for example, to request, "Are these figures reasonable/reliable?")
- Alameda CTC Executive Director (for example, to request "Is this the intention of the Expenditure Plan?")
- Alameda CTC Attorney (for example, to determine, "Is this a legal issue?")

CITIZENS WATCHDOG COMMITTEE ISSUES FORM 10.1A

Alameda County Transportation Commission (Alameda CTC)
1333 Broadway, Suite 300
Oakland, California 94612
Voice: 510-893-3347 Fax: 510-893-6489

The CWC is required to review all Measure B expenditures. This form allows formal documentation of potential issues of concern regarding expenditure of Measure B funds. A concern should only be submitted to the CWC if an issue is directly related to the potential misuse of Measure B funds or non-compliance with Alameda CTC agreements or the Expenditure Plan approved by voters. This form may be used only by acting CWC members.

Date: _____

Name: _____

Email Address: _____

Governmental Agency of Concern (Include name of agency and all individuals)

Agency's Phone Number: _____

Agency's Address: _____

City _____ Zip Code: _____

Which one of the following Measure B expenditures is this concern related to:

(Please check one)

- Capital Project Program Program Grant Administration

Please explain the nature of your concern and how you became aware of it providing as much detail as you can, including the name of the project or program, dates, times, and places where the issues you are raising took place. (Use additional sheets of paper if necessary)

PROCESS -

PROTECTION -

Action Taken - Please list other parties or agencies you have contacted in an attempt to more fully understand this issue and any actions you yourself have taken.

Fiscal Year 2013-2014 Calendar of CWC Meetings and Activities

*CWC meets quarterly on the second Monday from 6:30 to 8:30 p.m.
at the Alameda CTC offices*

July 8, 2013 CWC Meeting

- Public Hearing on CWC Annual Report
- Address Public Comments
- Finalize Annual Report and Publications
- CWC Watch List for FY 2013-2014 (send letter to Jurisdictions reminding them of keeping CWC informed on projects/programs)

September 2013

- Email CWC members the FY2012-13 Year End Investment Report the same time it goes to the Finance and Administration Committee (FAC)

October 2013

- CWC Post-Audit Subcommittee Meeting

November 11, 2013 CWC Meeting

- FY2012-13 Comprehensive Audited Financial Report
- FY2012-13 Year End Investment Report
- FY2013-14 First Quarter Investment Report
- CWC Annual Report Outreach Summary and Publication Costs Update
- Update on Program Compliance Workshop
- Update on FY2012-13 Local Business Contract Equity and Contract Utilization Reports
- Quarterly Alameda CTC Commission Action Items

January 13, 2014 CWC Meeting

- Sponsor Compliance Audits and Reports – Forwarded to CWC without Staff Analysis
- Projects and Programs Overview/Update
- Project Sponsor Presentations – if requested
- Quarterly Alameda CTC Commission Action Items

February 2014

- Email to CWC members the FY2013-14 Second Quarter Investment Report the same time it goes to the FAC

March 10, 2014 CWC Meeting

- Summary of Sponsor Audits/Programs – Report Card to CWC
- Establish CWC Annual Report Subcommittee
- FY2013-14 Mid Year Budget Update
- FY2013-14 Second Quarter Investment Report
- Quarterly Alameda CTC Commission Action Items
- Project Sponsor Presentations – if requested

Note: Quarterly investment reports are sent via email to all CWC members as soon as they are available

Fiscal Year 2013-2014 Calendar of CWC Meetings and Activities

*CWC meets quarterly on the second Monday from 6:30 to 8:30 p.m.
at the Alameda CTC offices*

April 2014 CWC Annual Report Subcommittee Meeting

- Prepare Draft Annual Report

May 2014

- Email to CWC members the FY2013-14 Third Quarter Investment Report the same time it goes to the FAC

June 9, 2014 CWC Meeting

- Finalize Draft Annual Report
- Draft Compliance Summary and Audit Report
- Election of Officers
- Approval of Bylaws
- Approval of FY 2014-2015 Annual Calendar
- Final Strategic Plan
- FY2013-14 Final Budget Update
- Proposed Budget for FY2014-15
- FY2013-14 Third Quarter Investment Report
- Quarterly Alameda CTC Commission Action Items
- Project Sponsor Presentations – if requested

June 2014

- Draft Compliance Summary and Audit Report (link to report is emailed to members)
- CWC Pre-Audit Subcommittee Meeting

Note: A link to the Draft CWC Compliance Summary and Audit Report is sent via email as soon as the report is available

**Alameda County Transportation Commission
Citizens Watchdog Committee
Roster - Fiscal Year 2013-2013**

	Title	Last	First	City	Appointed By	Term Began	Re-apptmt.	Term Expires	Mtgs Missed Since July '13*
1	Mr.	Paxson, Chair	James	Pleasanton	East Bay Economic Development Alliance	Apr-01		N/A	0
2	Ms.	Saunders, Vice-Chair	Harriette	Alameda	Paratransit Advisory and Planning Committee	Jul-09		N/A	0
3	Mr.	Dubinsky	Peter "Mike"	Fremont	Alameda County Supervisor Richard Valle, D-2	Oct-10	Mar-13	Mar-15	0
4	Mr.	Geen	Arthur B.	Oakland	Alameda County Taxpayers Association	Jan-01		N/A	0
5	Ms.	Hamlat	Sandra	Oakland	East Bay Bicycle Coalition	Apr-13		N/A	0
6	Mr.	Haussener	James	Castro Valley	Alameda County Supervisor Nate Miley, D-4	Feb-10	Sep-12	Sep-14	0
7	Mr.	Jones	Steven	Dublin	Alameda County Mayors' Conference, D-1	Dec-12		Dec-14	0
8	Mr.	Klinke	William	Berkeley	Alameda Labor Council AFL-CIO	Feb-13		N/A	0
9	Ms.	Lew	Jo Ann	Union City	Alameda County Mayors' Conference, D-2	Oct-07	Oct-11	Oct-13	0
10	Ms.	Taylor	Deborah	Oakland	Alameda County Supervisor Wilma Chan, D-3	Jan-13		Jan-15	0
11	Mr.	Zukas	Hale	Berkeley	Alameda County Supervisor Keith Carson, D-5	Jun-09	Apr-12	Apr-14	0
12		Vacancy			Alameda County Mayors' Conference, D-3				
13		Vacancy			Alameda County Mayors' Conference, D-4				
14		Vacancy			Alameda County Mayors' Conference, D-5				
15		Vacancy			Alameda County Supervisor Scott Haggerty, D-1				
16		Vacancy			League of Women Voters				
17		Vacancy			Sierra Club				

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