Meeting Notice

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Executive Director
Arthur L. Dao

Citizens Watchdog Committee
Monday, January 13, 2014, 6:30 p.m.
1111 Broadway, Suite 800
Oakland, CA 94607

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 Acronyms
A glossary that includes frequently used acronyms is available on the Alameda CTC website at www.AlamedaCTC.org/app_pages/view/8081.
Location Map

🌟 Alameda CTC
1111 Broadway, Suite 800
Oakland, CA 94607

Alameda CTC is accessible by multiple transportation modes. The office is conveniently located near the 12th Street/City Center BART station and many AC Transit bus lines. Bicycle parking is available on the street and in the BART station as well as in electronic lockers at 14th Street and Broadway near Frank Ogawa Plaza (requires purchase of key card from bikelink.org).

Garage parking is located beneath City Center, accessible via entrances on 14th Street between 1300 Clay Street and 505 14th Street buildings, or via 11th Street just past Clay Street. To plan your trip to Alameda CTC visit www.511.org.

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, January 13, 2014, 5:30 p.m.*

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Page</th>
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<tbody>
<tr>
<td>5:30 – 5:45 p.m.</td>
<td>1. Measure B Audit Report and Program Compliance Report Review Orientation</td>
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<td>5:45 – 6:30 p.m.</td>
<td>2. Measure B Audit Report and Program Compliance Report Review</td>
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<td>6:30 – 6:35 p.m.</td>
<td>3. Welcome and Introductions</td>
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<td>6:35 – 6:40 p.m.</td>
<td>4. Public Comment</td>
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<td>6:40 – 6:45 p.m.</td>
<td>5. CWC Meeting Minutes</td>
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<td>6:45 – 7:10 p.m.</td>
<td>6. CWC Annual Report Outreach Summary and Cost Benefit Analysis</td>
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<td>7:10 – 7:40 p.m.</td>
<td>7. Update on Delivery and Implementation of Measure B Projects and Programs</td>
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</table>

*NOTE: EARLIER TIME FOR AUDIT AND COMPLIANCE REVIEW*

**Chair:** James Paxson  
**Vice Chair:** Harriette Saunders  
**Executive Director:** Arthur L. Dao  
**Staff Liaisons:** Tess Lengyel, Patricia Reavey  
**Public Meeting Coordinator:** Angie Ayers
8. Responses to CWC Requests for Information

8.1. Review of Sample Project Master Funding Agreement and Project-specific Funding Agreement and Associated Invoice Review and Reimbursement Process – Handout at Meeting

8.2. Debt Finance Process

9. CWC Member Reports/Issues Identification

9.1. CWC Issues Identification Process and Form

10. Staff Reports/Board Actions (Verbal)

10.1. CWC Calendar FY13-14

10.2. CWC Roster

10.3. Alameda CTC Commission Action Items

10.3.1. Semi-annual Local Business Enterprise/Small Local Business Enterprise Report Update

11. Adjournment

Next Meeting: March 10, 2014

All items on the agenda are subject to action and/or change by the Committee.
DATE: January 6, 2014

SUBJECT: CWC Compliance Reporting Review Process

RECOMMENDATION: Receive an update on Fiscal Year 2012-13 Compliance Reporting Review Process

Summary
This is an information item only.

Due at the end of each December, Measure B Direct Local Program Distribution fund recipients are required to submit to Alameda CTC an annual Audited Financial Statement and Compliance Report that details their prior fiscal year Measure B expenditures and planned uses of remaining fund balances. This year’s compliance reporting period covers the Fiscal Year 2012-13.

Starting in January, the Citizens Watchdog Committee (CWC) and the Alameda CTC staff review the recipient’s submittals for adherence to the reporting and expenditure requirements mandated by the 2000 Measure B Expenditure Plan and the recipient’s Measure B funding agreement. The CWC’s compliance report review includes (but is not limited to) verifying the timely delivery of reports, recipients program expenditures and plans, and the completion of specific reporting requirements.

Alameda CTC staff developed the CWC Compliance Review Process Guidance document (Attachment A) to assist CWC members in this compliance review process. This guidance document used in conjunction with the Commission approved Compliance Report Reserve Policies and Monitoring Procedures (Attachment B) serves as a “reviewer’s toolkit” for assessing the recipient’s end-of-year compliance reports.

Background
In 2000, voters approved Measure B which extended Alameda County’s half-cent transportation sales tax to 2022 and established a 20-year Expenditure Plan for the resultant revenues. A Citizens Watchdog Committee (CWC) was created through the Expenditure Plan to review, on behalf of the public, Measure B expenditures.

In April 2012, twenty local agencies entered into a new Master Programs Funding Agreement (MPFA) with Alameda CTC. The MPFA authorized the allocation of Measure B...
Direct Local Program Distributions to these agencies to support bicycle and pedestrian, local transportation, mass transit, and paratransit improvement programs. Fund recipients are required to submit an Audited Financial Statement and a Compliance Report annually to confirm Measure B annual receipts, demonstrate expeditious uses of funds, and to exhibit completion of the MPFA’s reporting obligations.

The Expenditure Plan does not specify how the CWC should participate in the annual compliance report review process. Therefore, through ongoing experiences from prior reviews, CWC members and staff developed the attached Compliance Review Process Guidance (Attachment A). It describes the current approach to the CWC review process, defines terms, and explains the CWC members’ role in the compliance process. Staff welcomes ongoing input on the attached policies and procedures and updates it each year.

Additionally, on October 24, 2013 the Commission approved the Measure B/Vehicle Registration Reserve Policies and Monitoring Procedures (Attachment B). This policy defines Alameda CTC’s compliance administration procedures and the recipient’s reporting responsibilities for implementing Direct Local Program Distribution funds. During the Annual Compliance Workshop, recipients were informed of this policy and the expenditure expectations for identified funds to planned projects and fund reserves. As such, the CWC and Alameda CTC staff will use the policy document to monitor the recipient’s annual implementation plans and fund reserves.

**Fiscal Impact:** There is no fiscal impact.

**Attachments**

A. CWC Compliance Review Process Guidance

B. Measure B/Vehicle Registration Fee Compliance Report Reserve Policies and Monitoring Procedures

**Staff Contact**

Matt Todd, Principal Transportation Engineer

John Hemiup, Senior Transportation Engineer
Citizens Watchdog Committee (CWC) Compliance Review Process Guidance For Fiscal Year 2012-13

1.1 Purpose
Appointees to the Alameda County Transportation Commission (Alameda CTC) Citizens Watchdog Committee (CWC) have a voter-approved mandate to perform certain duties related to the expenditure of tax monies collected under Measure B, Alameda County’s half-cent transportation sales tax, which voters approved in 2000. Measure B set forth a 20-year Expenditure Plan (2002-2022) for use of resultant revenues and established a Citizens Watchdog Committee to review all expenditures and report to the public.

The Measure B Expenditure Plan details the makeup of the CWC membership as well as its overarching goal. However, it does not specify how the CWC participates in the annual compliance report review process. The purpose of this guidance is to provide detail about the current approach to the CWC review process and provide a resource for process change when appropriate.

1.2 Scope
Alameda CTC requires local agencies and jurisdictions that receive Measure B Direct Local Program Distribution funds to report on their Measure B expenditures annually. The Master Programs Funding Agreement with each agency specifies this requirement. Programmatic expenditures are described in detail in the Expenditure Plan. Fund recipients report on their expenditures in four program areas:

1. Bicycle and Pedestrian Safety
2. Local Transportation
3. Mass Transit
4. Special Transportation for Seniors and People with Disabilities (Paratransit)

Each Measure B fund recipient submits an annual Audited Financial Statement and compliance report to Alameda CTC by the end of December. Beginning in January, the CWC and Alameda CTC staff reviews these Audited Financial Statements and reports to determine whether or not the recipient is in compliance. Alameda CTC staff analyzes the data from the Audited Financial Statements and compliance reports, coordinates with local jurisdictions to ensure compliance, and develops a summary report for the Commission. The CWC also reviews the data, submits questions for jurisdictions, and generates an annual report to the public.

1.3 Definitions
A. Alameda County Transportation Commission (Alameda CTC or “Commission”): Alameda CTC is a joint powers authority resulting from the merger of the Alameda County Congestion Management Agency (ACCMA) and the Alameda County Transportation Improvement Program.
Authority (ACTIA). The 22-member Commission is comprised of the following representatives: all five Alameda County Supervisors, two City of Oakland representatives, one representative from each of the other 13 cities in Alameda County, a representative from Alameda-Contra Costa Transit District (AC Transit), and a representative from San Francisco Bay Area Rapid Transit District (BART).

B. **Alameda County Transportation Improvement Authority (ACTIA):** The governmental agency previously responsible for the implementation of the Measure B half-cent transportation sales tax in Alameda County, as approved by voters in 2000 and implemented in 2002. Alameda CTC has now assumed all responsibilities of ACTIA.

C. **Audited Financial Statement:** An annual, independent Audited Financial Statement commissioned by each agency or jurisdiction that receives Measure B Direct Local Program Distribution funds. Alameda CTC staff and CWC members review the Audited Financial Statements to evaluate whether each recipient spent Measure B funds in accordance with Measure B requirements.

D. **Citizens Watchdog Committee (CWC or “Committee”):** The CWC includes 17-members with the following appointments: Ten at-large members, two each representing the five supervisorial districts in Alameda County, one of the two nominated by a member of the Board of Supervisors, and one of the two selected by the Alameda County Mayors’ Conference. Seven of the members are nominated by the seven organizations 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, and Sierra Club. The Committee reports directly to the public and is charged with reviewing all Measure B expenditures of the agency. Citizens Watchdog Committee members are private citizens who are not elected officials at any level of government, nor individuals in a position to benefit in any way from the sales tax.

E. **Compliance Report:** A report submitted to Alameda CTC by Measure B Direct Local Program Distribution fund recipients annually. The compliance report details Measure B revenues and expenditures, and facilitates annual reporting for each program. Alameda CTC creates the template form for this report.

F. **Compliance workshop:** A mandatory public workshop that Alameda CTC holds each fall to educate Measure B fund recipients on their annual compliance reporting requirements. Staff presents the compliance report form, explains the preferred audit language, and answers questions. CWC members may attend the workshop to familiarize themselves with the current fiscal year’s report forms.

G. **Fiscal year:** The time period from July 1 to June 30, considered the fiscal year in the State of California.

H. **Measure B Programs:** Transportation or transportation-related programs specified in the Expenditure Plan that receives funding on a percentage-of-revenues formula basis, or through a discretionary grant program.
I. **Recipient:** Measure B fund recipients that have signed a Master Programs Funding Agreement (MPFA) with Alameda CTC and are required to report on their Measure B expenditures annually. In the fiscal reporting year of 2012-2013, the Alameda CTC distributed Measure B Direct Local Program Distribution Funds to twenty (20) agencies. This includes six (6) local transit agencies (AC Transit, Altamont Commuter Express (ACE), Bay Area Rapid Transit District (BART), Livermore Amador Valley Transit Authority (LAVTA), Union City Transit (part of Union City), and Water Emergency Transportation Authority (WETA)); fourteen (14) local jurisdictions (cities of Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, and Union City); and Alameda County.

J. **Review:** An examination of recipients’ audit report and compliance report submissions for conformance of expenditures for Measure B transportation programs and other contract-related requirements.

K. **Table 1-3 Attachment:** The required Excel spreadsheet attachment is part of the compliance report. There are three worksheets for each program to describe Revenues and Expenditures (Table 1), FY 12-13 Actual Expenditures and Accomplishments (Table 2), and FY 13-14 Planned Project and Reserve Fund programming (Table 3).

1.4 **Responsibilities**

The CWC is responsible for keeping the public informed about the progress of Measure B-funded programs and projects and the appropriate use of the funds. This responsibility is primarily exercised by reviewing and reporting on the audit and compliance submissions from the participating local transportation agencies and jurisdictions and Alameda County.

Review and reporting responsibilities include the following.

A. **CWC chair:** The chair plays an active role in both the review and reporting process. The chair works with Committee members on review and reporting tasks and may assign review and reporting to individual CWC members or groups of CWC members. For example, the chair could assign four subgroups to review reports according to geographic area in the county as defined in Measure B (North, Central, South, and East). The CWC chair could also identify special aspects of the review process, not defined in Measure B, but characterized as looking out for the public’s interests by examining submissions for items such as significant differences in the cost for the same activity, or large Measure B reserve balances, for example.

B. **CWC members:** Each CWC member conducts the review of audits and reports, either as assigned by the chair or as a whole. CWC members prepare and submit questions on the submitted reports to staff and many serve on the CWC Annual Report Subcommittee to assist in preparation of the CWC Annual Report to the public.

C. **Alameda CTC staff:** Staff makes all compliance reports and audits public by posting them to the Alameda CTC website, reviews the reports and audits, and incorporates the CWC member comments into their responses to the agencies and jurisdictions to confirm compliance or request clarification or more information. Alameda CTC staff also works collaboratively with CWC members to prepare the annual report to the public.
1.5 Review Process

The CWC members and Alameda CTC staff reviews the Audited Financial Statement and compliance report and cross checks them against each other to verify data accuracy and to ensure they are complete. The compliance review process follows a timeline detailed below.

1.5.1 Timeline

For fiscal year 2012-2013 reporting, the timeline is as follows:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 27</td>
<td>Audited Financial Statement Due</td>
</tr>
<tr>
<td>December 31</td>
<td>Programs Compliance Reports Due</td>
</tr>
<tr>
<td>January 6, 2014</td>
<td>Staff posts Compliance Reports to website</td>
</tr>
</tbody>
</table>
| January 13, 2014 (CWC Meeting) | ▪ CWC receives binders with the submitted reports to review  
                           ▪ Staff provides Compliance Review Guidance                                                                                                                                   |
| January 31, 2014| Finalize audit and compliance report review                                                                                                                                         |
| February 2014  | Recipients receive Compliance Status Letters and Request for Information Letters (as necessary)                                                                                  |
| March 10, 2014 (CWC Meeting) | CWC receives update on the Compliance Process                                                                                                                                   |
| June/July 2014 (CWC Meetings) | CWC and Commission receive Summary Report                                                                                                                                       |

1.5.2 Audited Financial Statement Review

CWC members and Alameda CTC staff review each Audited Financial Statement to assess that:

A. The Audited Financial Statement indicates that the jurisdiction has separate accounting and reporting for each type of Measure B fund received.

B. All fund transfers are explained.

C. Alameda CTC received the report within 180 days of the fiscal year-end.

D. The Audited Financial Statement contains an opinion or point of view offered by the auditor relative to the fund recipient’s compliance with Measure B requirements.

E. The figures in the Audited Financial Statement tie to the figures in the compliance report and Table 1-3 Attachment.

1.5.3 Compliance Report Review

CWC members and Alameda CTC staff review each compliance report and confirm that:

A. All necessary program sections of the report are complete.

B. The entries agree with each question asked or the requested information.

C. The listed projects appear consistent with the programmatic topic area.
D. The project information is specific or detailed enough to show the projects are transportation-related and in accordance with Measure B requirements.

E. Recipient completed the publicity requirements - signage, website, and article.

F. If a portion of the Direct Local Program Distributions funds were not expended, planned uses are described for Measure B Fund Reserves (Table 3).

G. For local streets and roads programs, the number of road miles submitted is consistent with the state and federal reporting.

H. For local streets and roads programs, the pavement condition index figure reported is consistent with the Metropolitan Transportation Commission’s 2012 Pothole Report.

I. For local streets and roads and bicycle and pedestrian programs, agencies have an adopted Complete Streets Policy by June 30, 2013.

J. The figures in the compliance report tie to the figures in the Table 1/Table 2/Table 3 Attachment and the audit report.

1.5.4 Table 1: Revenues and Expenditures Attachment Review
CWC members and Alameda CTC staff review each Table 1 Attachment and confirm that:

A. For each program, the necessary worksheet of the Excel document is complete.

B. The entries agree with the column entry instructions within the spreadsheet.

C. The figures in the Table 1 Attachment tie to the figures in the Table 2/Table 3 Attachment and the Audited Financial Statement.

1.5.5 Table 2: Summary of Expenditures and Accomplishments Attachment Review
CWC members and Alameda CTC staff review each Table 2 Attachment and confirm that:

A. For each program, the necessary worksheet of the Excel document is complete.

B. The entries agree with the column entry instructions within the spreadsheet.

C. The figures in the Table 2 Attachment tie to the figures in the Table 1/Table 3 Attachment and the Audited Financial Statement.

1.5.6 Table 3: Summary of Planned Projects and Reserve Funds Attachment Review
CWC members and Alameda CTC staff review each Table 3 Attachment and confirm that:

A. For each program, the necessary worksheet of the Excel document is complete.
B. The entries agree with the column entry instructions within the spreadsheet.

C. Planned and reported actual expenditures for compliance with Reserve Policies and Monitoring Procedures

D. Identified plans for reserves are in compliance with the Reserve Policies and Monitoring Procedures

E. The figures in the Table 3 Attachment tie to the figures in the Table 1/Table 2 Attachment and the Audited Financial Statement.

### 1.5.7 Annual Compliance Report to the Public

After Alameda CTC staff analyzes the compliance report data and develops a summary report, the CWC members develop an annual report to the public. CWC members volunteer to serve on a CWC Annual Report Subcommittee and work with staff to develop the report.

### 1.5.8 General Guidance

Alameda CTC staff reviews the Audited Financial Statement and compliance report submissions and develops their own comments, questions, and concerns about the content. The CWC review process is also both required and significant, because it is the “public’s” review.

Alameda CTC and CWC members may use the following perspectives to help guide their evaluation.

A. Large program fund balances are fair to question.

B. Large dollar commitments to certain types of programs and administrative costs are fair to question.

C. The effectiveness and delivery of expenditures related to a Recipient’s Planned and Actual expenditures are fair to question.

D. Project schedules in relation to realistic use of reserves funds are fair to question.

E. Measure B recipients have flexibility to expend the funds on projects as approved through their own local public processes. However, if a listed project does not appear to fit into the programmatic area, seems out of sync with Measure B program purposes, or is unclear if the money was appropriately spent, then the funding use is fair to question.
Measure B/Vehicle Registration Fee Compliance Report
Reserve Policies and Monitoring Procedures
Commission Approval Date - October 24, 2013

Background

In April 2012, all jurisdictions receiving Measure B and Vehicle Registration Fee (VRF) funds entered into a Master Programs Funding Agreement (MPFA) with Alameda County Transportation Commission (Alameda CTC). The MPFA and its associated Implementation Guidelines outlined the direct local program distributions (pass-through), eligible expenditures, recipient reporting requirements, policies on the timely use of funds and establishment of reserve funds. Recipients of Measure B and VRF funds are required to submit to Alameda CTC an Audited Financial Statement within 180 days following the close of each fiscal year and an Annual Program Compliance Report due by December 31st of each calendar year.

Per Article 3 of the MPFA, jurisdictions receiving Measure B and VRF funds are required to use the direct local program distributions in a timely manner. As such Alameda CTC requires jurisdictions to report in their Annual Program Compliance Report an implementation plan using Measure B/VRF funds. Information reported in the prior year’s Annual Program Compliance Report(s) will be evaluated against the subsequent year’s reported expenditure information to determine compliance with the MPFA’s Timely Use of Funds policy. This process ensures the expeditious expenditure of voter-approved transportation dollars on projects and programs throughout Alameda County.

Timely Use of Funds and Reserve Fund Policies

Per the MPFA, jurisdictions must specify the annual Measure B and VRF funding expenditures, and identify a funding plan of proposed projects/programs to be funded using any remaining Measure B/VRF funds. The applicable policies are captured below:

**Article 3.A. Timely Use of Funds Policy**
The Timely Use of Funds Policy requires all Measure B and VRF recipients to spend funds expeditiously or place funds into a reserve fund. Any funds not spent within the allotted time, including funds placed into reserve funds, will be subject to rescission, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.

**Article 3.B. Reserve Fund Policy**
The Reserve Fund Policy enables Measure B and VRF recipients to establish a reserve fund for specified periods of time. This allows jurisdictions to place unexpended funds into an applicable reserve fund to demonstrate a reasonable plan to expend Measure B and VRF funds. The types of reserve funds and their eligibilities are noted in the Exhibit A: Fund Categories.

**Article 3.C. Rescission of Funds Policy**
If the recipient does not meet the timeliness requirements, Alameda CTC may rescind any unspent funds and interest earned, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.
Tracking and Monitoring Measure B/VRF Expenditures and Reserve Plans

As part of the Compliance Reporting process, jurisdictions are required to report annual planned expenditures using their fund balances into the four available fund categories listed in Exhibit A. Alameda CTC’s tracking and monitoring policies is also further disseminated in the sections below.

**EXHIBIT A: FUND CATEGORIES**

<table>
<thead>
<tr>
<th>FUND CATEGORY</th>
<th>MAXIMUM FUNDING ALLOTMENT</th>
<th>TIMELY USE OF FUNDS REQUIREMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Annual Planned Projects (unreserved)</td>
<td>None.</td>
<td>• To ensure expeditious use of funds, Alameda CTC expects recipients to expend funds identified as annual planned projects.</td>
</tr>
</tbody>
</table>
| 2. Capital Fund Reserve               | None.                    | • Recipients shall expend all reserve funds by the end of three fiscal years following the fiscal year during which the reserve was established.  
  • *In the FY 11-12 Compliance Report the established Capital Fund Reserve Window is FY 12/13 through FY 15/16.*  
  • To ensure expeditious use of funds, Alameda CTC expects recipients to expend funds identified in the first FY of the reserve fund. |
| 3. Operations Fund Reserve            | 50 percent of anticipated annual direct local program revenues. | • This is a revolving fund; therefore, unexpended funds may be reassigned in the subsequent fiscal year, but must be expended within the subsequent expenditure period. The next reserve window is FY 13/14 through FY 16/17. |
| 4. Undesignated Fund Reserve          | 10 percent of anticipated annual direct local program revenues. | This is a revolving fund; therefore, unexpended funds may be reassigned in the subsequent fiscal year, but must be expended within the subsequent expenditure period. The next reserve window is FY 13/14 through FY 16/17. |

**Annual Expenditure Threshold Guideline**

Alameda CTC recognizes recipients are providing an estimate of planned expenditures when reporting their implementation plan as part of the Annual Compliance Report. As a result there may be unexpected funds balances from these planned budgets due to project bid savings, contingencies, or supplemental savings. Thus, Alameda CTC will monitor and evaluate the total summation of the planned annual expenditures across all programmatic types (*Bike/Pedestrian, Local Transportation, Mass Transit, and Paratransit*).
**Purpose of Annual Planned Projects**
Through the Annual Program Compliance Report, jurisdictions may report annual planned projects using Measure B/VRF funds in the compliance reporting forms, *Table 3 Section 1 Planned Projects*.

**Project Types include:**
- One-year Capital Projects
- Traffic Operations
- Traffic Signal Coordination
- Slurry Seal/Pavement Rehabilitation
- Program Management

**Timely Use of Funds Policy Implementation**
- Alameda CTC will monitor the recipient’s planned versus actual expenditures in the Annual Program Compliance Report.
- Alameda CTC expects recipients to expend funds identified as annual planned projects.
  - Recipient’s annual reported expenditures collectively across the planned sections for all applicable programmatic types must be at least 70 percent expended to demonstrate expeditious use of Measure B/VRF funds.
    - 70 percent expenditure threshold is derived from:
      - Jurisdictions planned annual expenditures are reported in December, which is mid-way through the relevant fiscal year.
      - Permits an allowance for contingencies or unexpected cost savings.
  - Any unspent funds greater than 30 percent of the reported planned expenditures across the planned sections for all applicable programmatic categories must be justified and may be subject for rescission, unless a written time extension request is submitted by the recipient and approved by Alameda CTC (MPFA, Article 3).

**Program Compliance Report Table 3**
**Section 1: Planned Projects (unreserved)**

<table>
<thead>
<tr>
<th>RESERVE TYPE DESCRIPTION</th>
<th>RECIPIENT’S RESPONSIBILITY</th>
<th>ALAMEDA CTC’S RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects included in this section are required to be implemented and funded as planned during the specified fiscal year. Project Types include: - One-year Capital Projects - Traffic Operations - Traffic Signal Coordination - Slurry Seal/Pavement Rehabilitation - Program Management</td>
<td>Recipients are allowed to outline specific projects that are planned to be implemented during the specified fiscal year. Recipients will report these same projects/expenditures in subsequent Annual Compliance Reports and identify their delivery status.</td>
<td>Alameda CTC will review projects listed in this section through the Annual Program Compliance Report process and ensure the Recipient is adhering to the Timely Use of Funds Policy. Alameda CTC will monitor Recipient’s reported planned expenditures and actual expenditures reported in the past and present Annual Program Compliance Reports. Alameda CTC will evaluate unexpended fund balances.</td>
</tr>
</tbody>
</table>

**What happens to unexpended balances?**
1. All funds specified in this section must be no less than 70 percent expended collectively across the planned sections for all applicable programmatic categories. A written justification is required for unexpended balances for administrative or Commission approval. Annual balances less than 30 percent are subject to administrative approval, and balances greater than 30 percent are subject to Commission approval.
2. Any funds not expended may be subject to rescission, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.
Purpose of Capital Fund Reserve
Through the Annual Program Compliance Report, jurisdictions may report planned uses of Measure B/VRF fund reserves for Capital Projects in Table 3 Section 2 Capital Fund Reserve of the compliance reporting forms.

The Capital Fund Reserve is for anticipated Capital Projects planned over four fiscal years. Recipients cannot reserve funds past the end of the third fiscal year immediately following the fiscal year during which the reserve was established.

Project Types include:
- Multi-year Capital Projects
- Roadway Projects
- Drainage/Facilities Projects
- Slurry Seal/Pavement Rehabilitation
- Bike/Pedestrian Projects

Timely Use of Funds Implementation Policy
- Alameda CTC will track each project’s proposed budget in the Capital Fund Reserve by phase and year through the Annual Program Compliance Report process.
- Alameda CTC will monitor the recipient’s reported Capital Fund Reserve planned versus actual expenditures.
- Recipient’s annual reported planned expenditures for the overall reserve section must demonstrate expeditious use of Measure B/VRF funds.
- Recipient may request fund adjustments from year to year within the reserve period as part of the Annual Compliance Report. However, Alameda CTC will monitor each individual project to ensure that the reported expenditures for each fiscal year are being expended within the Timely Use of Funds requirements.
  - Any unspent funds for individual projects and/or Capital Fund Reserve section must have a justification for the unexpended funds.
    - Recipient may reallocate funds to an outer year in the reserve window to the same project or to an alternative project.
    - Unexpended funds must be reallocated in the same Capital Fund Reserve window in which the reserve was established.
    - Any funds not expended by the end of third fiscal year immediately following the fiscal year during which the reserve was established will be rescinded, unless a written time extension request is submitted by the recipient and approved by Alameda CTC (MPFA, Article 3).
### Program Compliance Report Table 3

#### Section 2: Capital Fund Reserve

<table>
<thead>
<tr>
<th>RESERVE TYPE DESCRIPTION</th>
<th>RECIPIENT’S RESPONSIBILITY</th>
<th>ALAMEDA CTC’S RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects included in this section are designated with Capital Fund Reserves during a reserve window over four fiscal years. Reserve Window: All funds must be expended prior to the end of the third fiscal year immediately follow the fiscal year during which the reserve was established. No. 1 Initial Reserve Window - FY 12-13 through FY 15-16</td>
<td>Recipients are expected to report large capital projects funded with Measure B/VRF revenue over a four fiscal year reserve window.</td>
<td>Alameda CTC will track each project proposed in the Capital Fund Reserve through the Annual Program Compliance Report process to ensure the Recipient is adhering to the Timely Use of Funds Policy of the MPFA.</td>
</tr>
<tr>
<td>No. 2 Second Reserve Window - FY 13-14 through FY 16-17</td>
<td>Any projects that require additional Measure B/VRF funding beyond the total anticipated fiscal year’s revenue that is allocated in this reserve must state in the project status notes: 1. The total project cost using Measure B/VRF funding; 2. The outstanding Measure B/VRF balance that is required to complete the project; and 3. Specify anticipated future funding using additional Measure B/VRF revenue for the project in subsequent years.</td>
<td>Alameda CTC will monitor Recipient’s reported planned expenditures and actual expenditures reported in the past and present Annual Program Compliance Reports.</td>
</tr>
<tr>
<td>The Capital Fund Reserve is for large capital project(s) that could otherwise not be funded with a year’s worth of Measure B/VRF direct local program distributions. All programmed funds must be expended by the end their respective fiscal year window. Project Types include: - Multi-year Capital Projects - Roadway Projects - Drainage/Facilities Projects - Slurry Seal/Pavement Rehabilitation - Bike/Pedestrian Projects</td>
<td>Recipients will report these same projects/expenditures in subsequent Annual Compliance Reports and identify their delivery status (i.e. continuing or close-out).</td>
<td>Alameda CTC will evaluate unexpended fund balances.</td>
</tr>
</tbody>
</table>

**What happens to unexpended balances?**

1. Recipients must expend the funds identified for projects as reported within their respective reserve window.  
   a. Capital Fund Reserve balances may be forwarded to an outer year of the original reserve window.  
   b. As part of the Program Compliance Report, a written justification is required for unexpended balances.  
2. Any funds not expended by the end of third fiscal year immediately following the fiscal year during which the reserve was established will be rescinded, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.
**Purpose of Operations Fund Reserve**

As part of the Annual Program Compliance Report, jurisdictions may establish an operational reserve of up to 50 percent of annual Measure B/VRF fund revenues in Table 3 Section 3 Operations Fund Reserve of the compliance reporting forms.

The Operations Fund Reserve allowed to accounts for fluctuations in revenues, and operational adjustments.

**Project Types include:**
- Transit Operations
- Traffic Signal Coordination
- Street Lights Maintenance
- Roadway/Traffic Studies
- Facilities Maintenance
- General Studies

**Timely Use of Funds Implementation Policy**

- Alameda CTC will monitor recipient’s annual Operations Fund Reserve to ensure it does not exceed 50 percent of the annual Measure B/VRF revenue.

- There are no expenditure requirements for the immediate fiscal year that the reserve was established for. However, in the following fiscal year, recipients must reallocate the reserve balance to a planned project or Capital Fund Reserve project.
  - Once reallocated, any funds not expended by the end of third fiscal year immediately following the fiscal year during which the initial operating reserve was established will be rescinded, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.

---

<table>
<thead>
<tr>
<th>Program Compliance Report Table 3</th>
<th>Section 3: Operations Fund Reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESERVE TYPE DESCRIPTION</strong></td>
<td><strong>RECIPIENT’S RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>Projects and activities included in this section are designed to address operational issues, such as fluctuations in revenues, and to help maintain transportation operations.</td>
<td>Recipients are allowed to program up to 50 percent of anticipated annual revenue for operational projects/programs such as transit operations, traffic operations, streetlight maintenance, etc.</td>
</tr>
<tr>
<td>The total amount identified may not exceed 50 percent of anticipated annual revenue.</td>
<td>Recipients may also create a reserve item for general operations. Recipients cannot program more than 50 percent of anticipated annual revenue.</td>
</tr>
<tr>
<td>Project Types include:</td>
<td>Recipients will report these same projects/expenditures in subsequent Annual Compliance Reports and identify their delivery status (i.e. continuing or close-out).</td>
</tr>
<tr>
<td>- Transit Operations</td>
<td></td>
</tr>
<tr>
<td>- Traffic Signal Coordination</td>
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<tr>
<td>- Street Lights Maintenance</td>
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<td>- Roadway/Traffic Studies</td>
<td></td>
</tr>
<tr>
<td>- Facilities Maintenance</td>
<td></td>
</tr>
<tr>
<td>- General Studies</td>
<td></td>
</tr>
</tbody>
</table>

What happens to unexpended balances?

Unexpended Operational Fund Reserve balance may be reassigned as part of the subsequent Annual Program Compliance Reporting process.
**Purpose of Undesignated Fund Reserve**
As part of the Annual Program Compliance Report, jurisdictions may establish an undesignated reserve of up to 10 percent of annual Measure B/VRF fund revenues in *Table 3 Section 4 Undesignated Fund Reserve* of the compliance reporting forms.

The Undesignated Fund Reserve accounts for project contingencies or unexpected circumstances.

**Timely Use of Funds Implementation Policy**
- Alameda CTC will monitor recipient’s annual Undesignated Fund Reserve to ensure it does not exceed 10 percent of the annual Measure B/VRF revenues.
- There are no expenditure requirements for the immediate fiscal year that the reserve was established for. However, in the following fiscal year, recipients must reallocate the reserve balance to a planned project or Capital Fund Reserve project.
  - Once reallocated, any funds not expended by the end of third fiscal year immediately following the fiscal year during which the initial undesignated fund reserve was established will be rescinded, unless a written time extension request is submitted by the recipient and approved by Alameda CTC.

<table>
<thead>
<tr>
<th>PROGRAM COMPLIANCE REPORT TABLE 3</th>
<th>SECTION 4: UNDESIGNATED FUND RESERVE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESERVE TYPE DESCRIPTION</strong></td>
<td><strong>RECIPIENT’S RESPONSIBILITY</strong></td>
</tr>
<tr>
<td>Projects included in this section are for unspecified/as-needed transportation activities such as such as matching funds for grants, project development work, studies for transportation purposes, or contingency funds for a project or program. This fund may not contain more than 10 percent of annual direct local program revenues.</td>
<td>Recipients may establish an undesignated reserve fund for yet to be defined transportation funding needs of up to 10 percent of anticipated annual revenue. Recipients may propose potential uses of undesignated fund reserves in the additional information or status section.</td>
</tr>
</tbody>
</table>

**What happens to unexpended balances?**
1. Unexpended annual undesignated Fund Reserve balance may be reassigned as part of the subsequent Annual Program Compliance Reporting process.
# Exhibit B: Annual Funding Adjustment Scenarios

<table>
<thead>
<tr>
<th>FUND CAT.</th>
<th>SCENARIO</th>
<th>ADJUSTMENT</th>
</tr>
</thead>
</table>
| **PLANNED PROJECTS**       | **Recipient expends greater than initial budget**                       | - Recipient may reallocate and use funds from  
  a. Projects required additional funds  
  b. Implemented more projects than expected  
  o Operational Reserve  
  o Undesignated Reserve  
  o Capital Fund Reserve<sup>1</sup> |
|                            | **Recipient expends less than initial budget**                          | - Recipient may reallocate unexpended balances per project and/or overall planned Capital Fund Reserve allocation to the next fiscal year(s) within the same reserve window.  
  - Funds must remain within the same initial Capital Fund Reserve window.  
  - Unexpended balances at the end of the four fiscal year reserve window may be subject to rescission. |
| **CAPITAL FUND RESERVE**   | **Recipient expends greater than initial budget**                       | - Recipient may reallocate and use funds from  
  a. Projects required additional funds  
  b. Implemented more projects than expected  
  o Operational Reserve  
  o Undesignated Reserve  
  o Capital Reserve <i>(same reserve window)<sup>1</sup>  
  o Planned Projects<sup>1</sup> |
| **OPERATIONS FUND RESERVE**| **Recipient expends less than initial budget**                          | - Operations Reserve balance to be forwarded to following fiscal year as a planned project or a Capital Reserve Project.                                                                                                                                               |
| **UNDESIGNATED FUND RESERVE**| **Recipient expends less than initial budget**                          | - Undesignated Fund Reserve balance to be forwarded to following fiscal year as a planned project or a Capital Reserve Project.                                                                                                                                               |

Notes: 1. Drawing funds from the “Planned” or “Capital Fund” fund sources should be considered after exhausting other Fund Reserves. If drawing funds from the “Planned Projects” or “Capital Fund Reserve” project(s), recipient must disclose the impact of removing funds for the project(s), and alternative funding to fulfill the original project funding plan.
Reserve Policies and Monitoring Procedures

ANNUAL FUNDING ADJUSTMENT SCENARIOS FLOW DIAGRAM

**Scenario**

**Planned Projects**
- Expends greater than initial budget
- Expends less than initial budget

**Capital Reserve**
- Reserve window of up to four fiscal years
  - Expends greater than initial budget
  - Expends less than initial budget

**Operations Reserve**
- Up to 50 percent of annual revenue
  - Expends less than initial budget

**Undesignated Reserve**
- Up to 10 percent of annual revenue
  - Expends less than initial budget

**Adjustment Action**

**Recipient may reallocate and use additional funds from**
- Operational reserve
- Undesignated reserve
- Capital Fund Reserve

**Balance less than 30% cumulatively across all programmatic types.**
- Requires justification (administrative approval). Reallocate unexpended balances to the next fiscal year.

**Balance greater than 30% cumulatively across all programmatic types.**
- Requires justification (Commission approval). Reallocate unexpended balances to the next fiscal year.

**Recipient may reallocate and use additional funds from**
- Operational Reserve
- Undesignated Reserve
- Capital Reserve (same reserve window)
- Planned Projects

**Requires justification. Reallocate unexpended balances to the next fiscal year(s) within the same initial reserve window.**

**Unexpended balances at the end of the Reserve Window requires justification (Commission approval).**

**Forward balance to next year as a planned project or a Capital Reserve Project.**

---

**Notes:**
1. Drawing funds from the "Planned" or "Capital Fund" fund sources should be considered after exhausting other Fund Reserves. If drawing funds from the "Planned Projects" or "Capital Fund Reserve" project(s), recipient must disclose the impact of removing funds for the project(s), and alternative funding to maintain the original project funding plan.

Updated: October 24, 2013
"BASELINE” IMPLEMENTATION PLANS AND FUND RESERVES

The Timely Use of Funds policy dictates that Measure B and VRF funds must be expended expeditiously and within specified time periods as outlined for each of the reserve categories.

As such, recipients are required to submit an Annual Program Compliance Report on December 31st. This submitted report will be reviewed by Alameda CTC staff, the Citizens Watchdog Committee, and posted on the Alameda CTC’s website. Recipients may be requested to clarify reporting data and project implementation plans. Thus, recipients may be asked to modify their Annual Program Compliance Report submittal. By mid-March, recipients’ may submit revisions to the Annual Program Compliance Reports, if necessary. Revision must include information on the delivery status of planned projects and programs, and reasons for changes. These reports establish a baseline implementation plan used for evaluation to subsequent compliance reports.

The finalized (executed) reported information provided in the Annual Program Compliance Report’s Table 3 will be used to evaluate the recipient’s adherence to the Timely Use of Funds policy as described in the MPFA. Information reported in the Annual Program Compliance Report’s Table 3 will be evaluated against the subsequent year’s reported expenditure information to determine compliance with the Timely Use of Funds policy.

AMENDMENT REQUESTS

Alameda CTC will consider the following amendment requests:

1. Reallocation of unexpended annual balances of Planned Projects or Capital Fund Reserve at the Timely Use of Funds milestone.
   a. Annual balances less than 30 percent (cumulatively across all programmatic types) are subject to administrative approval, and
   b. Annual balances greater than 30 percent (cumulatively across all programmatic types) are subject to Commission approval.

2. Revision to projects identified in the Capital Fund Reserve including scope, project lists, and dollars.

Administrative Amendment Procedure

1. Recipients must justify and propose balance reallocations within the Annual Compliance Report for balances less than 30 percent of overall planned project sections (cumulatively across all programmatic types) or for amendments within the Capital Fund Reserve.

2. Alameda CTC will review the requests through the compliance reporting process and may request additional information, if required, prior to its determination of the request.

Formal Amendment Procedure

1. Recipients must submit a written request for a time extension and reallocation of balances greater than 30 percent of overall planned project sections (cumulatively across all programmatic types) to Alameda CTC or unexpended funds at the end of the Capital Fund Reserve period.

2. Alameda CTC staff will evaluate the eligibility of time extension request and will prepare the staff report to Alameda CTC Commission.

3. Alameda CTC Commission approval is required for a formal amendment.

4. Alameda CTC staff will notify recipient of the Commission’s action in writing.
Citizens Watchdog Committee Role

- Reviews 2000 Measure B expenditures for the four program areas:
  1. Bicycle and Pedestrian Safety
  2. Local Streets and Roads (Local Transportation)
  3. Mass Transit
  4. Special Transportation for Seniors with Disabilities (Paratransit)

- Reports directly to the public annually
Annual Compliance Reporting Requirements

- Measure B Direct Local Program Distribution funds recipients are required to submit to the Alameda CTC:
  
  1. Audited Financial Statement
     - Electronic and hardcopy due on December 27, 2013
  2. Program Compliance Report
     - Electronic and hardcopy due on December 31, 2013
  
  - These reports capture the recipients’ FY 2012-13 revenues and expenditures

Recipient Obligations: Reporting Requirements

- Compliance Report
  
  - Due to Alameda CTC no later than the year’s end (December 31, 2013)
  - Describes annual expenditures and benefits derived from funded programs/projects
  
  - Certifies maintained road miles
  - Establishes a short-range expenditure plan for fund balances
  - Jurisdictions must demonstrate that a Complete Streets Policy was adopted by June 30, 2013
  - Jurisdictions must provide evidence on completing the publicity reporting requirements (articles, signage, website)
Compliance Policies

- **Timely Use of Funds Policy**: The MPFA requires all Measure B funds received to be spent expeditiously.
- **Reserve Fund Policy**: The MPFA allows recipients to reserve funds in defined reserve programs.
- **Rescission of Funds Policy**: The MPFA requires recipients to return unspent funds and all interest earned thereon to Alameda CTC.
- **Complete Streets Policy**: Recipients must have an adopted Complete Streets Policy adopted by June 30, 2013.

Types of Reserve Funds

- **Capital Reserve**: Funds designated for Capital Projects that could not be funded by a single year’s worth of Measure B Direct Local Program Distributions funds.
  - **Time Limits**
    - 1st Reserve Window FY 12-13 through FY 15-16
    - 2nd Reserve Window FY 13-14 through FY 16-17
- **Operations Reserve**: May not exceed 50 percent of annual Direct Local Program Distributions revenues.
- **Undesignated Reserve**: May not exceed 10 percent of annual Direct Local Program Distributions revenues.
Alameda CTC Monitoring Policy

• Compliance Report captures an estimate of annual planned expenditures, which may result in unexpected fund balances at the end of the year.

• Alameda CTC will monitor and evaluate the total summation of the planned annual expenditures across all programmatic types (Bike/Pedestrian, Local Transportation, Mass Transit, and Paratransit).

• Recipients must expend at least 70 percent of annual planned expenditures across all programmatic types, collectively.

• This policy approved by Alameda CTC’s Commission on October 24, 2013.

Annual Program Compliance Report Review Process

During this process, CWC and Alameda CTC Staff

• Reviews Audited Financial Statements
  • Checks reported Measure B funds match actual allocations and reported expenditures

• Reviews Program Compliance Reports
  • Checks reported Measure B FY 12-13 Revenues, Expenditures, and Planned FY 12-13 Projects and Reserves for accuracy and completeness
Reviewer's Toolkit

1. Financial Audit/Compliance Reports Online
   • http://www.alamedactc.org/app_pages/view/4135

2. Comment Forms
   • CWC and Alameda CTC staff may use a formatted Commenting Form, or may comment through other means (MS Word, paper, email, etc.)

3. Compliance Review Process Guidance
   • A general guidance tool in reviewing audits and compliance reporting forms

4. Reserve Policies and Monitoring Procedures
   • Describes policy implementation and evaluation process fund balances

Annual Program Compliance Report Review Process

• Example of the MS WORD Form
• Review Narrative questions for applicable programs
Annual Program Compliance Report Review Process

Review Tables 1-3 for each Applicable Program for Completeness

- **Table 1:** Summary of Revenues and Expenditures
- **Table 2:** Summary of Expenditures and Accomplishments
- **Table 3:** Summary of Planned Projects and Reserve Funds

---

**Annual Program Compliance Report Review Process**

**Table 1:** Revenues and Expenditures
### Annual Program Compliance Report Review Process

#### Table 2: Summary of Expenditures and Accomplishments

- **Annual Program Compliance Report Review Process**
- **Example Review of City of Emeryville’s Paratransit Program**

#### Audited Financial Statement

- **Audited Financial Statement**
  - **City of Emeryville**
  - **Transportation Program**
  - **Report for Year Ended**
  - **Comparison of Revenues and Expenditures**

#### Table 1: Summary of Revenues and Expenditures

- **Table 2: Summary of Expenditures**
- **Audited Financial Statement and Compliance Reports Comparison**
  - **Step 1**: Confirm Revenues
  - **Step 2**: Confirm Expenditures
  - **Step 3**: Confirm Other MB Expenditures

---

**Page 25**
Tables 3: Planned Projects/Reserves

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Description</th>
<th>Budget</th>
<th>Reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>New Facility</td>
<td>$500K</td>
<td>$100K</td>
</tr>
<tr>
<td>2</td>
<td>Upgrade</td>
<td>$300K</td>
<td>$50K</td>
</tr>
<tr>
<td>3</td>
<td>Maintenance</td>
<td>$200K</td>
<td>$30K</td>
</tr>
</tbody>
</table>

(continued)
CWC Compliance Review Dates

<table>
<thead>
<tr>
<th>Dates</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 27</td>
<td>Audited Financial Statement Due</td>
</tr>
<tr>
<td>December 31</td>
<td>Programs Compliance Reports Due</td>
</tr>
<tr>
<td>January 6, 2014</td>
<td>Staff posts Compliance Reports to website</td>
</tr>
<tr>
<td>January 13, 2014</td>
<td>CWC receives binders with the submitted reports to review</td>
</tr>
<tr>
<td></td>
<td>Staff provides Compliance Review Guidance</td>
</tr>
<tr>
<td>January 31, 2014</td>
<td>Finalize audit and compliance report review</td>
</tr>
<tr>
<td>February 2014</td>
<td>Measure B Recipients receive Compliance Status Letters and Request for Information Letters (as necessary)</td>
</tr>
<tr>
<td>March 10, 2014</td>
<td>CWC receives update on the Compliance Process</td>
</tr>
<tr>
<td>June/July 2014</td>
<td>CWC and Commission receive Summary Report</td>
</tr>
</tbody>
</table>

Tables 3: Planned Projects/Reserves (continued)
This page intentionally left blank
Citizens Watchdog Committee
Meeting Minutes
Monday, November 4, 2013, 6:30 p.m.

MEETING ATTENDEES
Attendance Key (A = Absent, P = Present)

Members:
__P__ James Paxson, Chair
__P__ Harriette Saunders, Vice Chair
__P__ Mike Dubinsky
__P__ Sandra Hamlat
__P__ Jo Ann Lew
__P__ Arthur Geen
__P__ Brian Lester
__A__ James Haussener
__P__ Steve Jones
__P__ Deborah Taylor
__P__ Hale Zukas
__A__ Bill Klinke

Staff:
__P__ Arthur L. Dao, Executive Director
__P__ John Hemiup, Senior Transportation Engineer
__P__ Tess Lengyel, Deputy Director of Planning and Policy
__P__ Stewart Ng, Deputy Director of Programming and Projects
__P__ Patricia Reavey, Director of Finance
__P__ Matt Todd, Principal Transportation Engineer
__P__ Angie Ayers, Public Meeting Coordinator
__P__ John Nguyen, Hatch Mott MacDonald

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 Brian Lester to the committee.

2. Public Comment
Charles Cameron, a resident of Union City, expressed his displeasure with the changes made at the Union City BART Station as part of the Union City Intermodal Station project. He stated that the changes made are a disadvantage to seniors and people with disabilities. Charles noted that AC Transit is also changing their routes to the Union City BART station, which will further impact the ability of seniors and people with disabilities to get to the entrance of the station. CWC members mentioned that the current situation was created as part of phase one of the project and phase two of the project should address the access problems.

3. Approval of July 8, 2013 Minutes
Deborah Taylor moved to approve the minutes as written. Mike Dubinsky seconded the motion. The motion passed unanimously (9-0).

4. CWC Annual Report Outreach Summary
   4.1. Update on Outreach and Costs
   Tess Lengyel gave an update on the publishing and outreach efforts for the 11th CWC Annual Report to the Public. She summarized the work Alameda CTC did, which was based on the direction of the CWC, to produce and distribute the
report, as well as to place print and online banner advertisements in the media. Placing the report in Bay Area publications and the banner advertisements on various websites required creating many different layouts to fulfill the space requirements. Tess stated that Alameda CTC continues to do information sharing through the E-newsletter and the Executive Director’s report. She informed the committee that staff will bring the final outreach summary to the January meeting.

James Paxson mentioned that Mike Dubinsky brought forth proposed outreach objectives for the CWC Annual Report at the July meeting. The document submitted was intended as a policy statement. James informed the committee that the document will be included in the January agenda packet.

4.2. CWC Report on Outreach Summary

Comments on members outreach efforts:

- Harriette Saunders commented that she distributed the CWC Annual Report and the flyers in English, Chinese and Spanish at various senior centers in Alameda County.

- Mike Dubinsky stated that as the representative appointed by District 2 he contacted the major jurisdictions and the Sunol Citizens Advisory Committee in District 2. He requested the cities post a link to the CWC Annual Report and/or a press release about the CWC Report on their public webpage. All cities except Union City adhered to the request. The cities placed the report on the page that shows their accomplishments on Measure B. Mike stated that Sunol placed it on their meeting agenda as an information item.

- Deborah Taylor stated that she took the report and flyers to the Grand Lake Farmers Market. She mentioned that Mayor Jean Quan allowed her to place the report and flyers on her information table. Deborah also distributed the report and flyers at the Environmental Award dinner for the League of Conservation Voters in the East Bay and the Neighborhood Crime Prevention Council. She commented that it would be great if the CWC committee members’ names were on the one-page flyer.

- Steve Jones commented that the City of Dublin had the report and flyer at City Hall. He distributed the report and flyer at the Lyons Club meetings in Dublin. Steve also distributed the flyers in Chinese and Spanish to his co-workers.

- James Paxson stated that he performed outreach in the Tri-Valley areas. He gave the flyers to Supervisor Nate Miley and Supervisor Scott Haggerty and their staff. Supervisor Miley included the information in his newsletter. James also gave presentations to the Dublin and Pleasanton city councils.

- Sandra Hamlat distributed the report through the East Bay Bicycle Coalition.

James requested that staff provide the CWC with a list of the organizations in the Constant Contact database that received information on the CWC 11th Annual Report to the Public.
5. **Program Compliance Workshop Update**

Matt Todd gave a presentation on the Alameda CTC annual compliance reporting process that documents 2000 Measure B expenditures for four program areas. The CWC reviews the expenditures related to the programs.

Matt discussed the annual audit and compliance reporting requirements, the new compliance policies that were effective this year, and the dates for the CWC compliance review process. Matt discussed the Master Programs Funding Agreements (MPFAs) and how it addresses:

- Timely use of funds
- Reserve funds
- Rescission of funds
- Complete Streets

Matt informed the committee that 39 people attended the September compliance workshop.

Questions/feedback from members:

- Does the MPFA outline the requirements for the Compliance Report Reserve policies? Matt stated that the reserve policies and monitoring procedures are on pages 39-47 in the agenda packet. He noted that the Commission approved the Compliance Report Reserve Policy at its October 24, 2013 meeting. Matt informed the committee that the jurisdictions were presented a draft of the policy at the September workshop.
- How can the process be simplified for ease of viewing and understanding? It was mentioned that the spreadsheet is tracking much more data than in the past, and that we will have a chance to review completed reports in January.
- How will the jurisdictions illustrate that they have done what they committed to do? Matt stated that two tabs exist on the spreadsheet that will assist in evaluating proposed and actual expenses.

It was noted that the Compliance Reports are submitted at the end of December and Alameda CTC and CWC will review them concurrently. In January staff will walk through the report with the committee. The January CWC meeting will start an hour earlier for the Audit and Compliance Report review.

6. **Report on the CWC Post-Audit Subcommittee Meeting**

6.1. **CWC Post-Audit Subcommittee Minutes**

The minutes were distributed separately and there were no comments from the committee.
6.2. Confirm CWC Process on Audit Reviews

James Paxson led the discussion on possible modifications to the process for the Pre- and Post-Audit Subcommittee meetings. He mentioned that last year the CWC Audit Subcommittee met jointly with the Commission Audit Committee. This year, the joint meeting did not occur, because it was brought to the Audit Subcommittee’s attention that autonomy should be retained by the CWC regarding Measure B funds. James requested members’ feedback on:

- Should the CWC Audit Subcommittee meet jointly or separately with the Commission Audit Committee?

The general consensus among the members was a preference to meet separately from the Commission and provide comments to the Finance and Administration Committee (FAC). The members requested the CWC look at the Alameda CTC Comprehensive Annual Financial Report (CAFR) before the FAC in order to provide comments. Staff noted that the CAFR must be submitted to the FAC in November and the full Commission in December. Currently, the CWC and FAC meetings are on the same day in November. The CWC Audit Subcommittee meeting schedule is:

- CWC Pre-Audit Subcommittee meets in June before the audit begins.
- CWC Post-Audit Subcommittee meets in October after the audit is complete.
- CWC will meet before the November FAC meeting to review the independent audit reports and provide comments to the FAC in a timely manner.

7. Presentation of Audited Comprehensive Annual Financial Report

Ahmad Gharibebeh with Vavrinek, Trine, Day & Co., LLP (VTD) presented the CAFR. He informed the committee that this report contains more information and analysis than prior years. He mentioned that the Alameda CTC will apply for the Government Finance Officers Association (GFOA) award for excellence in financial reporting for this CAFR, which requires a greater level of detail than the financial reports prepared in prior years.

Highlights of the presentation include the following:

- Regarding the auditor’s report on the financial statements, VTD issued a clean, or unmodified, audit opinion for the year ended June 30, 2013. VTD also reported a clean, or unmodified, opinion on the audit of the ACTIA Limitations Worksheet.
- Regarding the CWC’s audit concerns, Ahmad provided information that showed the audit testing performed and other procedures used to address the concerns discussed at the CWC pre- and post-audit subcommittee meetings.
- Ahmad reviewed the Alameda CTC’s Financial Highlights, which included the statement of net position, ACTIA funds balance sheet, Alameda CTC statement of activities, and ACTIA revenues, expenditures, and changes in fund balances.

Questions/feedback from members:

- Do salaries and benefits include contract employees? No, salaries and benefits expense only includes staff. Consultant’s time is charged to the task or projects they work on directly, such as the bicycle and pedestrian program, the paratransit program or individual committee support.
- How are contract resources handled? Consultants bill their time via invoices. The auditors have audited a sampling of invoices. It is most likely that the Acumen...
invoices which is the vendor that many of our in house consultants are contracted through were part of the sample audited by VTD because they are larger invoices.

- What are administrative costs referring to under the Limitations Worksheet? Are consultant fees included in the 4.5 percent administrative costs? It was noted that 4.5 percent of net sales tax revenues is budgeted for administrative costs for the Measure B sales tax program. Administrative costs paid for out of the 4.5 percent administrative allowance include items such as administrative salaries (limited to 1 percent of sales tax revenues), rent, office supplies, legal fees, phone expense, insurance, program management (which includes administrative consultant costs), audit fees and other related items funded by the general fund.

8. **Year-end Investment Report FY 12-13**
   Patricia Reavey reviewed the Alameda CTC Year-end Investment Report for FY 12-13 with the committee.

9. **Quarterly Investment Report: FY 13-14**
   Patricia Reavey reviewed the Alameda CTC Consolidated FY13-14 First Quarter Investment Report with the committee.

10. **Responses to CWC Requests for Information**
    The CWC members did not request any additional information for this meeting. For the next meeting the committee requested that staff discuss the changes to the Measure B Dumbarton Corridor Capital project.

11. **CWC Member Reports/Issues Identification (Verbal)**
    11.1. **CWC Issues Identification Process and Form**
    James Paxson explained the Issues Identification Process and form for the new members. Jo Ann Lew stated that she will submit an Issues Form for the debt policy. James requested JoAnn to complete the form and email it to staff before the next meeting.

    James requested that staff bring a report on the FY2012-13 Local Business Contract Equity and Contract Utilization Reports to the January meeting.

12. **Staff Reports/Board Actions**
    None

13. **Adjournment**
    The meeting adjourned at 8:35 p.m. The next meeting is scheduled for January 13, 2014 at Alameda CTC offices.
DATE: January 6, 2014

SUBJECT: Citizens Watchdog Committee (CWC) 11th Annual Report to the Public Cost Benefit Analysis

RECOMMENDATION: Review and discuss the cost benefit analysis and findings based on data regarding developing, distributing, and performing outreach for the CWC’s 11th Annual Report to the Public.

Summary

The following cost benefit analysis of the print and online advertisements and outreach for the Citizens Watchdog Committee’s 11th Annual Report to the Public is based on recent data and includes a summary of the outreach performed to educate the public about the report. Key findings include the total actual costs of this effort and the resulting benefits, the estimated return on investment for various forms of outreach, and recommendations to increase the public’s awareness of the CWC’s activities through annual report outreach, as well as recommendations to decrease costs.

Background

In response to the CWC chair’s request, Alameda CTC staff gathered data and prepared the first cost benefit analysis in 2013 based on data regarding the print and online advertisements and outreach for the Citizens Watchdog Committee’s 10th Annual Report to the Public. The following analysis is based on data from the media and outreach performed by staff and CWC members for the 11th Annual Report to the Public. The analysis expands on the update of outreach and costs that CWC members received in November 2013 (Item 4.1) and provides a detailed summary of outreach performed by staff and CWC members.

Print Media Outreach

Print advertising gives readers throughout the Bay Area an opportunity to learn more about CWC activities and the progress on valuable transportation programs and projects. Alameda CTC produced eight layout versions of the CWC report to fit the ad specifications for 31 publications, and translated ads into Spanish to print in two of these publications.
Cost per reader for print ads: An estimated 1.4 million people read the 31 Bay Area publications in which Alameda CTC placed print advertisements. The total cost to design, translate, and place the ads was $17,899. The estimated cost per reader was approximately 1.3 cents (see Attachment A).

In addition, Alameda CTC placed a legal notice in 10 Bay Area publications about the public hearing for the annual report to the public.

Cost per reader for the legal notice: An estimated 770,000 people read the newspapers. The total cost to design, translate, and place the ads was $749. The estimated cost per reader was about 0.1 cent (see Attachment B).

Recommendations:

- For people in the Bay Area who read the newspaper, running the ads in 31 Bay Area publications ensures reach to a large number of people who may be interested in the report. Therefore, staff recommends continuing to place and run print advertisements.

- To save costs, one consideration is to revisit the list of publications next year to see if the target audiences are still applicable and to compare the readership between print and online publications. Placing fewer print and more online ads could reduce ad costs.

Outreach through Events, Email, and Other Publications

Alameda CTC distributed the full 8-page printed report in a number of ways and 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. Staff developed the flyer, translated it into Chinese and Spanish, and distributed it widely. Alameda CTC handed out the full report to Commissioners and Alameda CTC community advisory committee members and mailed the full report and Chinese and Spanish flyers to 41 libraries and to 17 chambers of commerce. Staff also distributed the full report and flyers at 40 Alameda business and outreach events attended by a total of more than 170,000 people.

The Alameda CTC emailed the three versions of the flyer to more than 3,700 individuals/organizations, including chambers of commerce and community organizations (see Attachment F). More than 800 of the recipients opened the email. In addition, Alameda CTC featured the full report in the September 2013 issue of the Executive Director’s Monthly Report (both print and online versions) and in the August and...
September 2013 issues of *Alameda CTC Reports*, the agency's 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 2,800 people read the report or flyer, based on distribution of printed materials to more than 1,000 people and email to more than 3,700 recipients. The total cost to design, translate, print, and mail the 8-page report and 2-page flyer was $7,814. The estimated cost per reader was approximately $2.71 (see Attachment B).

Online Media Outreach

Alameda CTC created five layout versions of banner advertisements to meet the media's size specifications and coordinated placement of them on 15 websites. These ads directed traffic to the Reports page of the Alameda CTC website. 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 web page.

Cost per reader for online outreach: An estimated 1.7 million people visited the online publications and may have seen the online advertisements. A minimum of 200 readers actually clicked on one of the online ads to view the online report. However, not all publications provided click-through data, so the actual number is probably higher. The ads were designed in-house, so there were no design costs. The total cost of the online advertisements was $5,369. The cost per page view for each ad averaged approximately 0.32 cents (see Attachment C).

Recommendations:

- Since the online ads were almost $3,000 less expensive than the previous year, continue to place online ads, with the goal of increasing the number of click-throughs to the full report.
- Consider creating a separate CWC annual report web page on Alameda CTC’s website that would feature the current year’s annual report and translated versions of the flyer, as well as include links to publications that ran advertisements to build visibility. We could also include a photo of the CWC members as well as a pie chart to show expenditures (or other visuals that would help explain CWC members’ oversight of Measure B).

CWC Member Outreach

In 2013, CWC members performed a considerable amount of outreach. Members distributed the annual report and flyers and/or requested the following organizations link to the report from their websites. CWC members also distributed flyers in Chinese and Spanish to the following organizations as well as to individuals including coworkers:

- East Bay Bicycle Coalition
• Environmental Award dinner for the League of Conservation Voters in the East Bay
• Grand Lake Farmers Market (as information on Mayor Jean Quan’s table)
• Local jurisdictions in Alameda County, including targeted outreach to City of Dublin City Hall as well as Supervisor Nate Miley and Supervisor Scott Haggerty and their staff
• Lyons Club meetings in Dublin
• Neighborhood Crime Prevention Council
• Senior centers in Alameda County
• Sunol Citizens Advisory Committee

Some members also gave presentations about the CWC 11th Annual Report to the Public to city councils and requested that cities include a link to the report on their websites.

Recommendations:

• A member requested Alameda CTC put the CWC members’ names on the two-page flyer (space permitting), to add a personal touch, since they actively distribute the flyer.
• Since there were some leftover flyers, Alameda CTC could consider including the flyers in other mailings such as to its certified businesses.
• After CWC members receive an email with the three flyers as attachments to CWC members from staff, they could track how many individuals/organizations to which they forward the email.
• Since presentations are effective for educating the public about the CWC’s activities, CWC members could plan to give presentations to city councils next year, as well as target some additional organizations to receive presentations.

Social Media and Additional Outreach

In 2012 Alameda CTC began sharing information with the public through Facebook, Twitter, and YouTube. In 2013, staff shared information about the CWC annual report via two of these social media outlets: posted the report on Facebook and shared this posting on the Guaranteed Ride Home Facebook page and on the Alameda County Express Lanes Facebook page, and tweeted six times about the report in 2013, on August 23 and 29, on September 10 and 16, and on October 2 and 16.

Staff also wrote an electronic press release about the report and distributed it to 192 media contacts, including newspapers, blogs, ethnic media, radio, television, and cable TV. Of those recipients, 22 percent opened the message (37 people), and six people clicked through to the report. Staff also sent a notice to Alameda CTC’s entire Constant Contact mailing list, and 24 percent opened the message (846 people), and 10 people clicked on the link to the Reports web page. The Alameda CTC Reports e-newsletter featured the CWC report and was sent to just under 4,000 people, and 31 percent (1,167 people) opened the message.
In 2013, Alameda CTC added blog postings as a new form of outreach and posted a blog entry in each of the following eight versions of Patch News: Alameda, Albany, Berkeley, Dublin, Fremont, Pleasanton, Rockridge, and Union City.

Cost per reader for social media and additional outreach: More than 4,500 people received information about the report. Aside from staff time, there was zero cost per recipient (see Attachment D).

Recommendations:

- Since this form of outreach is very cost effective, continue to rely 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 to their followers.
  - Ask CWC members on Facebook to forward information to their friends.
  - Continue to add blog postings to the Patch News for more visibility.
- If CWC members have blogs, place a link to the report in CWC members’ personal blogs that could result in links to the report in affiliated blogs.

Return on Investment

In 2013, the budget was $50,000. The actual total cost to design, place in print and online advertisements, print, and mail the CWC’s 11th Annual Report to the Public, and perform live and social media outreach about the report was $31,830. This is well under budget and resulted in a cost savings of $9,831 from the previous year’s total of $41,661 (see Attachment E for the final publication costs).

Through all types of outreach that Alameda CTC used, more than 3.8 million people may have heard about the report at an estimated average cost per potential reader of 0.82 cents. Actual readership of the hard copy and email report and flyer was more than 2,800, and more than 4,500 people received word of the report via social media.

Additional Findings and Recommendations

Alameda CTC staff recommends that the CWC form its Annual Report Subcommittee in January 2014 and meet well in advance of developing the report, perhaps in late March or early April 2014 to begin to develop the content and consider the types of outreach 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:

- Continue to encourage the CWC Annual Report Subcommittee to take more of a leadership role in the process to develop the outreach plan.
- Support CWC members in their efforts to perform outreach in their local communities. Provide additional hard copies of the report and flyers as needed.
- In all email about the report, include a link to the new CWC annual report web page (if developed).
- Review Attachment F and develop a list of additional partner agencies or organizations to share information about the report via email, through web links, and through social media.
- Research other online advertisement and social media outreach possibilities.

**Fiscal Impact:** There is no fiscal impact for this cost benefit analysis.

**Attachments:**

A. Print Advertisement Cost per Reader  
B. Report and Additional Outreach Costs  
C. Online Advertisement Cost per Reader  
D. Social Media and Total Outreach Costs  
E. Final CWC Annual Report Publication Costs  
F. Organizations in the Constant Contact Database

**Staff Contacts**

Tess Lengyel, Deputy Director of Planning and Policy  
Angie Ayers, Public Meeting Coordinator
## Attachment A: Print Advertisement Cost per Reader

### Advertisements in Print Publications

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Newspaper</th>
<th>Circulation</th>
<th>Readership</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area News Group East Bay</td>
<td>Alameda Times Star - 1 day</td>
<td>48,663</td>
<td>157,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fremont Argus - 2 days</td>
<td>31,054</td>
<td>68,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hayward Daily Review - 2 days</td>
<td>31,054</td>
<td>89,800</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oakland Tribune - 1 day</td>
<td>48,663</td>
<td>157,200</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tri-Valley Herald - 1 day</td>
<td>31,654</td>
<td>51,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Times Herald - 1 day</td>
<td>17,957</td>
<td>60,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>209,045</strong></td>
<td><strong>583,800</strong></td>
<td><strong>$7,077.00</strong></td>
<td><strong>$0.0121</strong></td>
</tr>
<tr>
<td>Bay Area News Group Hills Newspapers</td>
<td>Alameda Journal</td>
<td>23,290</td>
<td>56,600</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Berkeley Voice</td>
<td>11,515</td>
<td>15,700</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Journal (El Cerrito)</td>
<td>6,140</td>
<td>7,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Montclarion</td>
<td>27,318</td>
<td>43,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The Piedmonter</td>
<td>5,032</td>
<td>8,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>73,295</strong></td>
<td><strong>131,600</strong></td>
<td><strong>$1,134.00</strong></td>
<td><strong>$0.0086</strong></td>
</tr>
<tr>
<td>East Bay Express</td>
<td>East Bay Express</td>
<td>40,000</td>
<td>188,616</td>
<td><strong>$1,800.00</strong></td>
<td><strong>$0.0095</strong></td>
</tr>
<tr>
<td>The Independent</td>
<td>The Independent - Livermore, Pleasanton, Dublin, and Sunol</td>
<td>33,000</td>
<td>62,500</td>
<td><strong>$1,333.08</strong></td>
<td><strong>$0.0213</strong></td>
</tr>
<tr>
<td>Pleasanton Weekly</td>
<td>Pleasanton Weekly</td>
<td>13,000</td>
<td>37,500</td>
<td><strong>$959.10</strong></td>
<td><strong>$0.0256</strong></td>
</tr>
<tr>
<td></td>
<td>Berkeley Post</td>
<td>5,000</td>
<td>18,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>El Mundo</td>
<td>10,000</td>
<td>36,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Marin Post</td>
<td>1,450</td>
<td>5,220</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Oakland Post</td>
<td>22,500</td>
<td>81,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Richmond Post</td>
<td>5,000</td>
<td>18,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>South County Post</td>
<td>1,050</td>
<td>3,780</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>San Francisco Post</td>
<td>5,525</td>
<td>19,890</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>50,525</strong></td>
<td><strong>181,890</strong></td>
<td><strong>$2,950.00</strong></td>
<td><strong>$0.0162</strong></td>
</tr>
<tr>
<td>Post News Group</td>
<td>Tri-City Voice (Fremont, Newark, Union City, Hayward, and Sunol)</td>
<td>53,859</td>
<td>190,000</td>
<td><strong>$735.00</strong></td>
<td><strong>$0.0039</strong></td>
</tr>
<tr>
<td>Visión Hispana</td>
<td>Visión Hispana</td>
<td>15,000</td>
<td>45,000</td>
<td><strong>$505.00</strong></td>
<td><strong>$0.0112</strong></td>
</tr>
<tr>
<td>Language 411</td>
<td>Translation of ad into Spanish for Post News and Visión Hispana</td>
<td></td>
<td></td>
<td><strong>$526.00</strong></td>
<td>0.0000</td>
</tr>
<tr>
<td>Publications Design</td>
<td>Design of all print advertisements</td>
<td></td>
<td></td>
<td><strong>$880.00</strong></td>
<td>0.0000</td>
</tr>
</tbody>
</table>

An estimated 1.4 million people read the paper; average cost was 1.3 cents per person.  

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1,420,906</td>
<td><strong>$17,899.18</strong></td>
<td><strong>$0.0126</strong></td>
<td></td>
</tr>
</tbody>
</table>
### Legal Notice of Public Hearing in Print Publications

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Newspaper</th>
<th>Circulation</th>
<th>Readership</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area News Group East Bay</td>
<td>Six newspapers</td>
<td>120,140</td>
<td>291,900</td>
<td>$203.14</td>
<td>0.0007</td>
</tr>
<tr>
<td>East Bay Express</td>
<td>East Bay Express</td>
<td>33,701</td>
<td>188,616</td>
<td>$92.00</td>
<td>0.0005</td>
</tr>
<tr>
<td>The Independent</td>
<td>The Independent</td>
<td>27,000</td>
<td>54,000</td>
<td>$66.55</td>
<td>0.0012</td>
</tr>
<tr>
<td>Tri-City Voice</td>
<td>Five Cities</td>
<td>53,859</td>
<td>190,000</td>
<td>$70.00</td>
<td>0.0004</td>
</tr>
<tr>
<td>Visión Hispana</td>
<td>Visión Hispana</td>
<td>15,000</td>
<td>45,000</td>
<td>$192.00</td>
<td>0.0043</td>
</tr>
<tr>
<td>Language 411</td>
<td>Translation of ad into Spanish for Visión Hispana</td>
<td>15,000</td>
<td>45,000</td>
<td>$125.00</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

An estimated 770,000 people read the papers; average cost was 0.1 cent per person.

### Design, Printing, and Distribution of Full Report and Flyer

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Outreach Activity</th>
<th>Circulation/Quantity</th>
<th>Readership</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda County Libraries</td>
<td>Mailed full report and English, Chinese, Spanish Flyers</td>
<td>41</td>
<td>410</td>
<td>$207.05</td>
<td>0.5050</td>
</tr>
<tr>
<td>ACTAC, BPAC, PAPCO, TAC Members</td>
<td>Handed out full report and flyers</td>
<td>189</td>
<td>189</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Ala. Cty. Chambers of Commerce</td>
<td>Mailed full report and English, Chinese, Spanish Flyers</td>
<td>17</td>
<td>170</td>
<td>$29.24</td>
<td>0.1720</td>
</tr>
<tr>
<td>CWC Members</td>
<td>Mailed full report and English, Chinese, Spanish Flyers</td>
<td>550</td>
<td>550</td>
<td>$53.20</td>
<td>0.0967</td>
</tr>
<tr>
<td>CWC Member Organizations</td>
<td>Mailed full report and English, Chinese, Spanish Flyers</td>
<td>15</td>
<td>38</td>
<td>$8.60</td>
<td>0.2293</td>
</tr>
<tr>
<td>Commissioners and Public</td>
<td>Handed out full report and flyer</td>
<td>75</td>
<td>75</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Outreach Events (40 events)</td>
<td>Handed out full report and flyer</td>
<td>200</td>
<td>500</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Language 411</td>
<td>Translated flyer into Chinese and Spanish</td>
<td></td>
<td></td>
<td>$1,299.76</td>
<td></td>
</tr>
<tr>
<td>Publications Design</td>
<td>Designed report ($2,580) and flyer ($540)</td>
<td></td>
<td></td>
<td>$3,120.00</td>
<td></td>
</tr>
<tr>
<td>Autumn Press</td>
<td>Printed report (1,000 qty.) and flyer (2,000 qty.)</td>
<td></td>
<td></td>
<td>$3,095.89</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal outreach with printed materials:** 1,087 1,932 $7,813.74 4.0454

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Outreach Activity</th>
<th>Circulation/Quantity</th>
<th>Readership</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant Contact Database</td>
<td>Emailed full report and English, Chinese, Spanish flyers, web link</td>
<td>3,799</td>
<td>950</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

**Subtotal outreach with electronic materials:** 3,799 950 $0.00 0.0000

An estimated 2,800 people read the print/electronic info; cost was $2.71 per person.

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1. Readership is based on 10 readers per library and chamber, 2.5 readers per flyer at outreach events, and 1 in 4 readers of email messages sent.
### Advertisements in Online Publications

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Website</th>
<th>Page Views</th>
<th>Click-throughs¹</th>
<th>Actual Cost</th>
<th>Cost per Page View</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda CTC</td>
<td><a href="http://www.AlamedaCTC.org">www.AlamedaCTC.org</a></td>
<td>292</td>
<td>13</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Asian Week</td>
<td><a href="http://www.asianweek.com">www.asianweek.com</a></td>
<td>42,972</td>
<td>No Data</td>
<td>$336.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Bay Area News Group</td>
<td><a href="http://www.insidebayarea.com">www.insidebayarea.com</a></td>
<td>324,555</td>
<td>115</td>
<td>$3,000.00</td>
<td>0.0092</td>
</tr>
<tr>
<td>East Bay Express</td>
<td><a href="http://www.eastbayexpress.com/">www.eastbayexpress.com/</a></td>
<td>60,000</td>
<td>30</td>
<td>$300.00</td>
<td>0.0050</td>
</tr>
<tr>
<td>Patch News Alameda</td>
<td><a href="http://alameda.patch.com/">http://alameda.patch.com/</a></td>
<td>115,000</td>
<td>No Data</td>
<td>$112.08</td>
<td></td>
</tr>
<tr>
<td>Patch News Albany</td>
<td><a href="http://albany.patch.com/">http://albany.patch.com/</a></td>
<td>90,000</td>
<td>No Data</td>
<td>$152.62</td>
<td></td>
</tr>
<tr>
<td>Patch News Berkeley</td>
<td><a href="http://berkeley.patch.com/">http://berkeley.patch.com/</a></td>
<td>65,000</td>
<td>No Data</td>
<td>$151.92</td>
<td></td>
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<tr>
<td>Patch News Castro Valley</td>
<td><a href="http://castrovalley.patch.com">http://castrovalley.patch.com</a></td>
<td>70,000</td>
<td>No Data</td>
<td>$96.00</td>
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<tr>
<td>Patch News Dublin</td>
<td><a href="http://dublin.patch.com">http://dublin.patch.com</a></td>
<td>65,000</td>
<td>No Data</td>
<td>$112.08</td>
<td></td>
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<tr>
<td>Patch News Fremont</td>
<td><a href="http://fremont.patch.com">http://fremont.patch.com</a></td>
<td>80,000</td>
<td>No Data</td>
<td>$115.92</td>
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<td>Patch News Livermore</td>
<td><a href="http://livemore.patch.com">http://livemore.patch.com</a></td>
<td>260,000</td>
<td>No Data</td>
<td>$112.08</td>
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<td>Patch News Newark</td>
<td><a href="http://newark.patch.com">http://newark.patch.com</a></td>
<td>85,000</td>
<td>No Data</td>
<td>$115.92</td>
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<tr>
<td>Patch News Piedmont</td>
<td><a href="http://piedmont.patch.com">http://piedmont.patch.com</a></td>
<td>50,000</td>
<td>No Data</td>
<td>$189.90</td>
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<td>Patch News Pleasanton</td>
<td><a href="http://pleasanton.patch.com">http://pleasanton.patch.com</a></td>
<td>175,000</td>
<td>No Data</td>
<td>$112.08</td>
<td></td>
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<tr>
<td>Patch News San Leandro</td>
<td><a href="http://sanleandro.patch.com">http://sanleandro.patch.com</a></td>
<td>75,000</td>
<td>No Data</td>
<td>$96.00</td>
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<tr>
<td>Patch News Union City</td>
<td><a href="http://unioncity.patch.com">http://unioncity.patch.com</a></td>
<td>57,000</td>
<td>No Data</td>
<td>$115.92</td>
<td></td>
</tr>
<tr>
<td>Patch News Union City Daily Newsletter</td>
<td><a href="http://unioncity.patch.com">http://unioncity.patch.com</a></td>
<td>3,481</td>
<td>1</td>
<td>$49.98</td>
<td></td>
</tr>
</tbody>
</table>

| Patch News/AOL                       | Subtotal Patch News: 1,190,481               | 1          | $1,532.50       | 0.0013      |
| Patch News/AOL                       | Patch News/AOL Subtotal Patch News: 1,190,481| 1          | $1,532.50       | 0.0013      |
| Pleasanton Weekly                    | www.pleasantonweekly.com/                   | 58,478     | 61              | $200.00     | 0.0034             |
| Tri-City Voice                       | www.tricityvoice.com/                      | No Data    | No Data         | $0.00       | 0.0000             |
| Publications Design                  | Design of all online advertisements         |            |                 | $0.00       |                    |

About 1.7 million people may have seen ads; average cost was 0.32 cents per page view.

1Not all publications provided click-through data, a minimum of 220 people clicked through to the online report.
### Social Media and Additional Outreach

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Outreach Activity</th>
<th>Recipients</th>
<th>Click-throughs</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda CTC</td>
<td>Posted report info on Facebook pages&lt;sup&gt;1&lt;/sup&gt;</td>
<td>65</td>
<td>No Data</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Tweeted about report on Twitter six times&lt;sup&gt;2&lt;/sup&gt;</td>
<td>282</td>
<td>No Data</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Provided press release to media on August 22</td>
<td>192</td>
<td>6</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Emailed e-newsletter with story on report</td>
<td>3,993</td>
<td>10</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Patch News (8 sites)</td>
<td>Posted blog entries on Patch News sites&lt;sup&gt;3&lt;/sup&gt;</td>
<td>No Data</td>
<td>No Data</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Mentioned in online monthly report received by Commissioners</td>
<td>43</td>
<td>No Data</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

More than 4,500 people received information; there were no costs beyond staff time. 4,575 16 $0.00 0.0000

<sup>1</sup> Recipients may have forwarded this information to Facebook friends and retweeted it.

<sup>2</sup> This number does not capture anyone who may have seen the tweets via a search or looking at Alameda CTC’s twitter feed, which is public.

<sup>3</sup> Exact data is not available. See Attachment C for potential page views for Patch News blogs.

### Estimated Total Cost per Reader

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Outreach Activity</th>
<th>Readership</th>
<th>Actual Cost</th>
<th>Cost per Reader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda CTC</td>
<td>Advertise in print publications</td>
<td>1,420,906</td>
<td>$17,899.18</td>
<td>0.0126</td>
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<tr>
<td>Alameda CTC</td>
<td>Advertise legal hearing in print publications</td>
<td>769,516</td>
<td>$748.69</td>
<td>0.0010</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Print, mail, and distribute report and flyer</td>
<td>2,881</td>
<td>$7,813.74</td>
<td>2.7119</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Advertise in online publications</td>
<td>1,676,778</td>
<td>$5,368.50</td>
<td>0.0032</td>
</tr>
<tr>
<td>Alameda CTC</td>
<td>Promote in social media and e-newsletter</td>
<td>4,575</td>
<td>$0.00</td>
<td>0.0000</td>
</tr>
</tbody>
</table>

More than 3.8 million people may have heard about the report; cost was 0.82 cents per person. 3,874,656 $31,830.11 0.0082

<sup>1</sup> Online publication readership is based on ad page views, and social media readership is based on recipients rather than click-throughs.
<table>
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</thead>
<tbody>
<tr>
<td>Alameda CTC</td>
<td><a href="http://www.AlamedaCTC.org">www.AlamedaCTC.org</a></td>
<td>0</td>
<td>617</td>
<td>$0.00</td>
<td>$0.00</td>
<td>$0.00</td>
<td>292</td>
<td>13</td>
<td>$0.00</td>
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<tr>
<td>Asianweek</td>
<td><a href="http://www.asianweek.com">www.asianweek.com</a></td>
<td>- web banner only (linked to the English version)</td>
<td>$336.00</td>
<td>$336.00</td>
<td></td>
<td>$336.00</td>
<td>42,972</td>
<td></td>
<td>$336.00</td>
<td>$336.00</td>
<td>$336.00</td>
<td>$336.00</td>
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<tr>
<td>Bay Area NewsGroup - East Bay</td>
<td>Alameda Times Star, Argus, Daily Review, Oakland Tribune (delivered to Oakland, Hayward, Alameda, and Fremont), Times Herald Weekly, Tri-Valley Herald</td>
<td>133,218</td>
<td>145</td>
<td>$8,173.20</td>
<td>$2,000.00</td>
<td>$10,173.20</td>
<td>158,175</td>
<td>115</td>
<td>$7,203.00</td>
<td>$3,000.00</td>
<td>$10,203.00</td>
<td>$10,077.00</td>
</tr>
<tr>
<td>Bay Area NewsGroup - Hills Newspapers</td>
<td>Montclairion, ElCerrito, Berkeley Voice, Piedmonter, Alameda Journal</td>
<td>0</td>
<td>0</td>
<td>$1,285.20</td>
<td></td>
<td>$1,285.20</td>
<td>73,295</td>
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<td>$1,134.00</td>
<td>$1,134.00</td>
<td>$1,134.00</td>
<td>$1,134.00</td>
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<tr>
<td>East Bay Express</td>
<td>East Bay Express (delivered to Alameda, Albany, Berkeley, Emeryville, Oakland, Piedmont, San Leandro)</td>
<td>33,701</td>
<td>115</td>
<td>$1,800.00</td>
<td>$225.00</td>
<td>$2,025.00</td>
<td>40,000</td>
<td>30</td>
<td>$1,800.00</td>
<td>$300.00</td>
<td>$2,100.00</td>
<td>$2,100.00</td>
</tr>
<tr>
<td>The Independent</td>
<td>The Independent - Livermore, Pleasanton, Dublin, and Sunol</td>
<td>0</td>
<td>0</td>
<td>$1,333.08</td>
<td></td>
<td>$1,333.08</td>
<td>25,000</td>
<td></td>
<td>$1,333.08</td>
<td>$1,333.08</td>
<td>$1,333.08</td>
<td>$1,333.08</td>
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</tr>
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<td>Alameda</td>
<td>9,651</td>
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<td>$108.00</td>
<td>115,000</td>
<td>$112.08</td>
<td>$112.08</td>
<td>112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
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<tr>
<td>Albany</td>
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<td>$157.50</td>
<td>90,000</td>
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<td>$152.62</td>
<td>$152.62</td>
<td>$152.62</td>
<td>$152.62</td>
<td>$152.62</td>
<td>$152.62</td>
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<tr>
<td>Berkeley</td>
<td>1,918</td>
<td>$103.50</td>
<td>$103.50</td>
<td>65,000</td>
<td>$151.92</td>
<td>$151.92</td>
<td>$151.92</td>
<td>$151.92</td>
<td>$151.92</td>
<td>$151.92</td>
<td>$151.92</td>
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<tr>
<td>Castro Valley</td>
<td>2,854</td>
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<td>$126.00</td>
<td>70,000</td>
<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
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<tr>
<td>Dublin</td>
<td>3,300</td>
<td>$157.50</td>
<td>$157.50</td>
<td>65,000</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
<td></td>
</tr>
<tr>
<td>Fremont</td>
<td>0</td>
<td>$0.00</td>
<td>$0.00</td>
<td>80,000</td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td></td>
</tr>
</tbody>
</table>

Page Views: The number of times a user visits a newspaper webpage

**Click-throughs: The ability to click on the Alameda CTC report from the media banner advertisement

Orange indicates prices quoted from last year, since media did not submit a response
## CWC Annual Report
### Publications Costs

<table>
<thead>
<tr>
<th></th>
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</thead>
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<td>Livermore</td>
<td></td>
<td>13,660</td>
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<td>$85.50</td>
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<td>$112.08</td>
<td>$112.08</td>
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<tr>
<td>Newark</td>
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<td>4,738</td>
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<td>$126.00</td>
<td>$126.00</td>
<td>85,000</td>
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<td>$115.92</td>
<td>$115.92</td>
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<tr>
<td>Piedmont</td>
<td></td>
<td>2,350</td>
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<td>$103.50</td>
<td>50,000</td>
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<td>$189.90</td>
<td>$189.90</td>
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<tr>
<td>Pleasanton</td>
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<td>6,531</td>
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<td>$157.50</td>
<td>$157.50</td>
<td>175,000</td>
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<td>$112.08</td>
<td>$112.08</td>
<td>$112.08</td>
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<tr>
<td>San Leandro</td>
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<td>4,334</td>
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<td>$126.00</td>
<td>75,000</td>
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<td>$96.00</td>
<td>$96.00</td>
<td>$96.00</td>
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</tr>
<tr>
<td>Union City</td>
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<td>3,333</td>
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<td>$126.00</td>
<td>$126.00</td>
<td>57,000</td>
<td></td>
<td>$115.92</td>
<td>$115.92</td>
<td>$115.92</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union City Daily Newsletter</td>
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<td>3,481</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td>$49.98</td>
<td>$49.98</td>
<td>$49.98</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Page Views: The number of times a user visits a newspaper webpage
**Click-throughs: The ability to click on the Alameda CTC report from the media banner advertisement
Orange indicates prices quoted from last year, since media did not submit a response
## CWC Annual Report
### Publications Costs

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Pleasanton Weekley</td>
<td>Pleasanton Weekly</td>
<td>81,235</td>
<td>$1,079.00</td>
<td>$200.00</td>
<td>$1,279.00</td>
<td>37,500</td>
<td>8,478</td>
<td>61</td>
<td>$959.10</td>
<td>$200.00</td>
<td>$1,159.10</td>
<td>$1,159.10</td>
</tr>
<tr>
<td>Post Newsgroup</td>
<td>Oakland Post/El Mundo (San Francisco Post, Berkeley Post, Richmond Post, South County Post and Marin)… The Spanish version will print in El Mundo</td>
<td>0</td>
<td>$3,000.00</td>
<td></td>
<td>$3,000.00</td>
<td>50,525</td>
<td></td>
<td></td>
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<td>$2,950.00</td>
<td></td>
</tr>
<tr>
<td>San Francisco Business Times</td>
<td>San Francisco Business Times (Alameda County, Contra Costa County) Online: sanfrancisco.bizjournals.com</td>
<td>39,720</td>
<td>$5,525.00</td>
<td>$1,667.00</td>
<td>$7,192.00</td>
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<td></td>
<td></td>
<td>$5,085.00</td>
<td>$1,875.00</td>
<td>$6,960.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>SF Gate</td>
<td>Delivered to Emeryville, Berkeley, Oakland, Morclair and Piedmont… Online: SFGate.com</td>
<td>43,183</td>
<td>$735.00</td>
<td></td>
<td>$2,728.33</td>
<td></td>
<td></td>
<td></td>
<td>$1,908.00</td>
<td>$1,250.00</td>
<td>$3,158.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Tri-City Voice</td>
<td>Tri-City Voice - Fremont, Newark, Union City, Hayward, and Sunol</td>
<td>0</td>
<td>$735.00</td>
<td></td>
<td>$735.00</td>
<td>0</td>
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<td></td>
<td>$735.00</td>
<td>$735.00</td>
<td>$735.00</td>
<td>$735.00</td>
</tr>
<tr>
<td>Vision Hispana</td>
<td>Vision Hispana</td>
<td>0</td>
<td>$0.00</td>
<td></td>
<td>$0.00</td>
<td></td>
<td></td>
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<td>$505.00</td>
<td>$505.00</td>
<td>$505.00</td>
<td>$505.00</td>
</tr>
</tbody>
</table>

**Other Costs**

- Legal Notice of Public Hearing (Two new publications: Vision Hispana and Tri-City Voice)       | $667.65                  | $1,041.19               | $748.69            |
- Publications Design                                   | $5,120.00                | $5,120.00                 | $4,000.00           |
- Language 411 (translation from English to Chinese and Spanish); added translation for Post Newsgroup and Vision Hispana ads | $1,497.73                | $1,497.73                | $1,825.76           |
- Autumn Press Printing for 1,000 full report and 2,000 flyers in full color | $2,912.10                | $2,912.10                | $3,095.89           |
- Outreach mailing                                      | $298.09                  |                           |                    |

**TOTALS:** 399,775 965 $33,035 8,305 $41,661 384,495 1,676,778 220 $34,741 $9,526 $44,276 $31,830

Difference between 2012 and 2013 Final Costs=$9,831

*Page Views: The number of times a user visits a newspaper webpage
**Click-throughs: The ability to click on the Alameda CTC report from the media banner advertisement
Orange indicates prices quoted from last year, since media did not submit a response
| 1 Earth Irrigation & Landscape | Albany Unified School District |
| 1st Class Laundry | Albert Y. Seto, Corp |
| 2Plus2 Partners, Inc. | Albion Power Company |
| 3View | Alcatraz Shade Shop |
| 3S Communications, Inc | Alquip Associates, Inc. |
| 511 Rideshare | Ali Office Supply |
| A & M Printing Inc. | All American Rentals, Inc. |
| A & S Engineers, Inc. | All Star Staffing |
| A Concrete Company | Allen Temple Health & Social Services Ministries |
| A.J.R. Door Service, Inc. | Alliance Engineering Consultants Inc. (AEC) |
| A.M Plumbing | Allied Packaging & Supply inc. |
| ACC Environmental | Alpha Cleaning Services |
| ACCE Riders for Transit Justice | Alto Planning & Design |
| Accel Employment | Alta Vista Solutions |
| Access Northern California | Alzheimer’s Services of the East Bay |
| Accurate Land Solutions | Amador Concrete |
| Accutech Auto Care | AMC Consulting Engineers Inc. |
| Ace Iron Inc. | AMC Consulting Engineers, Inc. |
| ACE Train, San Joaquín Regional Rail Commission | AMEC |
| ACEN Technologies, Inc. | American Blinds & Draperies |
| AchieveTech Consulting, LLC | American Building Service |
| ACQ Office | American Federation of State, County, and Municipal Employees (AFSCME) |
| ACR Glass and Doors | American Indian Public Charter School |
| ACS, Inc | American Logistics |
| ACT General Building Construction Inc. | American Lung Association |
| Action Alameda | American Society of Civil Engineers |
| Actuant | AMC Consulting Engineers, Inc. |
| Acumen Building Enterprise, Inc. | AECOM |
| Adon | ADCES Rider for Transit Justice |
| Adaba Associates, Inc. | ADG Consulting, Inc. |
| Adrian Palma Engineering, Inc. | ADG Rider for Transit Justice |
| Adrienne Wong Associates, Inc. | AE3 Partners |
| AdServe | AEKO Consulting, Inc. |
| Advance Career Development | AEC Rider for Transit Justice |
| Advanced Alarm Technology (AAT) | AEC Rider for Transit Justice |
| AES Partners | AEKOMC Rider for Transit Justice |
| AECOM | AEC Rider for Transit Justice |
| AEXO Consulting, Inc. | AEC Rider for Transit Justice |
| Aetisys | AEC Rider for Transit Justice |
| Affiliated Computer Services, Inc. | AEC Rider for Transit Justice |
| Affinitel Communications | AEC Rider for Transit Justice |
| Affordable Housing Associates | AEC Rider for Transit Justice |
| Alger Students Association | AEC Rider for Transit Justice |
| African American Business Council | AEC Rider for Transit Justice |
| Agbayani Construction Corporation | AEC Rider for Transit Justice |
| AGS, Inc. | AEC Rider for Transit Justice |
| Ahna Engineering Services | AEC Rider for Transit Justice |
| Alamagated Transit Union - ATU4 Local 192 | AEC Rider for Transit Justice |
| Alameda County - Board of Supervisors, District 1 | AEC Rider for Transit Justice |
| Alameda County Area Agency on Aging | AEC Rider for Transit Justice |
| Alameda County Bar Association | AEC Rider for Transit Justice |
| Alameda County Community Development Agency | AEC Rider for Transit Justice |
| Alameda County Community Food Bank | AEC Rider for Transit Justice |
| Alameda County Faith Initiative | AEC Rider for Transit Justice |
| Alameda County Food Bank | AEC Rider for Transit Justice |
| Alameda County Health - Nutrition Services | AEC Rider for Transit Justice |
| Alameda County Industries | AEC Rider for Transit Justice |
| Alameda County Mayor’s Commission on Aging | AEC Rider for Transit Justice |
| Alameda County Mayor’s Commission on Persons with Disabilities | AEC Rider for Transit Justice |
| Alameda County Mayor’s Conference | AEC Rider for Transit Justice |
| Alameda County Office of Education | AEC Rider for Transit Justice |
| Alameda County Public Works Agency (ACPWA) | AEC Rider for Transit Justice |
| Alameda County Resource Conservation District | AEC Rider for Transit Justice |
| Alameda County Social Services Agency | AEC Rider for Transit Justice |
| Alameda County Youth Development, Inc. | AEC Rider for Transit Justice |
| Alameda Hospital | AEC Rider for Transit Justice |
| Alameda Journal | AEC Rider for Transit Justice |
| Alameda Korean Presbyterian Church | AEC Rider for Transit Justice |
| Alameda Multi-Cultural Community Center | AEC Rider for Transit Justice |
| Alameda Sun, The | AEC Rider for Transit Justice |
| Alameda Unified School District | AEC Rider for Transit Justice |
| Alameda Contra Costa Transit District | AEC Rider for Transit Justice |
| Alan Kropp & Associates, Inc. | AEC Rider for Transit Justice |
| Albany Senior Center | AEC Rider for Transit Justice |
Attachment E: Organizations in the Constant Contact Database

BAF Specialty Inc.  
Baines Group, Inc.  
Bol, Inc.  
Bancroft Uniforms  
Barclay Publishing  
Barone Trucking Service, Inc.  
BART  
BART Bicycle Accessibility Task Force (BBATF)  
Baseline Environmental Consulting  
Basin Research Associates, Inc.  
Bay Area Air Quality Management District (BAAQMD)  
Bay Area Black Journalists Association  
Bay Area Business Roundtable  
Bay Area Concrete, Inc.  
Bay Area Council  
Bay Area Industry Education Council  
Bay Area Jewish Healing Center  
Bay Area Legal Aid  
Bay Area News Group (BANG)  
Bay Area News Group (BANG) - Alameda Times/Star  
Bay Area News Group (BANG) - Argus, The  
Bay Area News Group (BANG) - Oakland Tribune  
Bay Area News Group (BANG) - West County Times  
Bay Area Outreach & Recreation Program  
Bay Area Outreach and Recreation Program (BORP)  
Bay Area Reporter, The  
Bay Area Structural, Inc.  
Bay Area Traffic Solutions, Inc.  
Bay Area Truck Stores, Inc.  
Bay Construction Company  
Bay East Association of Realtors  
Bay Equipment & Repair  
Bay Localize  
Bay Restorators Corp.  
Bay Signs, Inc.  
Bay Trail  
Bay Wide Glass  
Baytech Web Design  
BE Graphics & Design  
Beliveau Engineering  
Bellevue Associates  
Belrose Coffee  
Berger, John J., Freelance Journalist  
Berkeley Chinese Students and Scholars Association  
Berkeley Community Media  
Berkeley Daily Planet  
Berkeley Police Department  
Berkeley Redevelopment Agency  
Berkeley Voice  
Berkeley Zen Center  
Berkeleyside  
Beyond the Headlines - KGO-TV  
BFS Realty  
Bicycle Solutions  
Biggs Cardosa Associates  
BioMaAS  
BizPie, Inc.  
Bjork Construction Co., Inc.  
BKF Engineers  
Black Economic Council  
Black Social Workers Association  
Black Student Union (BSU) - Chabot College  
Black Student Union (BSU) - CSU East Bay  
Black Student Union (BSU) - Holy Names University  
Black Student Union (BSU) - UCB  
Black Women Organized for Political Action (BWOPA)  
Blaisdell & Songey, Inc.  
Blazlock Robert Van, LLC  
Bloomberg News - San Francisco Bureau  
Blue Spader, Inc.  
BMT International Security Services  
Boy Scouts  
Boyle Engineering Corp.  
Bridgetown Construction  
Brook West Engineering  
Brown & Feder, Inc.  
Bryan & Brown, A Professional Corporation  
B-Side Construction  
BSK Associates  
Build Your Own Garment (BYOG)  
Builders' Exchange  
Building and Construction Trades Council of Alameda  
Building Opportunities for Self Sufficiency (BOSS)  
Burr Plumbing & Pumping, Inc.  
Buttrick, Wong  
C & H CONSTRUCTION  
C. Rogers Plumbing  
C.B. Roadways, Inc.  
C.M. Enterprise Group  
CPM  
CDA  
CA Commercial Cleaning, Inc.  
Cal Phaze Construction  
Cal-Bay Construction, Inc.  
California Engineering Contractors  
California Nurses Association  
California Pedestrian Advisory Committee  
California Society of Prof Engineers - Golden Gate  
California State Assembly  
California State Senate  
California Transit Association  
California Walks  
California Water Service  
CalPanda Engineering LLC  
Caltrans  
Caltrans District 4  
CalTrans Engineering Corp  
Camaracho Communications  
Cambridge Systematics, Inc.  
Campoli, The  
The Cantonese Student Association (CASAA)  
Capers Services  
Capitol Barricade, Inc.  
Capture Technologies  
Carey & Co., Inc.  
Carpenter/Robbins Commercial Real Estate, Inc.  
CAS Financial & Construction Services, Inc.  
Cask Construction  
Castro Valley Adult School  
Castro Valley Unified School District  
CCU, Inc.  
CD&X  
CDM Group, Inc.  
CDM Smith  
CE2 Corp  
CEECION Testin, Inc.  
CEI  
Certex  
Center for Accessible Technology (CharAT)  
Center for Collaborative Policy  
Center for Elders Independence, Inc.  
Center for Independent Living, Inc.  
Cerda Zein Real Estate  
CFC Sales and Supplies  
CGR Management Consultants  
CH2M HILL, Inc.  
Chabot College TV Ch. 27  
Chabot-Las Positas  
Chamber Link, The  
Chamber of Commerce - Alameda  
Chamber of Commerce - Albany  
Chamber of Commerce - Berkeley  
Chamber of Commerce - Castro Valley/Eden Area  
Chamber of Commerce - Dublin  
Chamber of Commerce - Emeryville  
Chamber of Commerce - Fremont  
Chamber of Commerce - Hayward  
Chamber of Commerce - Hispanic, Alameda County  
Chamber of Commerce - Livermore  
Chamber of Commerce - Livermore Valley  
Chamber of Commerce - Metro Atlanta  
Chamber of Commerce - Newark  
Chamber of Commerce - Oakland African American
Attachment E: Organizations in the Constant Contact Database

- Chamber of Commerce - Oakland Chinatown
- Chamber of Commerce - Oakland Metropolitan
- Chamber of Commerce - Oakland Vietnamese
- Chamber of Commerce - Pleasanton
- Chamber of Commerce - San Leandro
- Chamber of Commerce - Union City
- Chamber Asset Management
- Changes to Come
- Chapman Land Surveying, Inc.
- Charles Houston Bar Association
- Charter House Real Estate
- Chauffeur & Associates, Inc.
- Chaves & Associates
- Chicanos/Latinos Graduation Committee - CSU East Bay
- Child Care Planning Council
- Chinese People Union (CPU)
- Chou's Image, Inc.
- Chow Engineering, Inc.
- Christian Church Homes of Northern California
- CID Consulting Group
- Chiquiti & Pasarino, Inc.
- CirclePoint
- CRED
- Citizens for Neighborhood Integrity
- City National Bank
- City of Alameda
- City of Alameda - Planning Board
- City of Albany
- City of Berkeley
- City of Clayton
- City of Dublin
- City of Emeryville
- City of Fremont
- City of Hayward
- City of Hayward - Public Works Department
- City of Livermore
- City of National City
- City of Newark
- City of Oakland
- City of Oakland - Department of Human Services
- City of Orinda
- City of Piedmont
- City of Pleasanton
- City of San Leandro
- City of San Leandro - City Council, District 1
- City of San Pablo
- City of Santa Rosa
- City of Sunnyvale
- City of Union City
- Civic Center Station - Office Leasing
- CJ Strategies
- Clark Geotechnical, Inc.
- Clean Cut Landscape
- Clover Creek
- CMTS, Inc.
- CNBC - Silicon Valley Bureau
- Coastal Conservancy
- Coindex USA
- Cogstone Resource Management
- Cole Transportation Alternatives Consulting
- Colin Selig Sculpture
- Collaborating Agencies Responding to Disasters (CA)
- Columbia Electric, Inc.
- Combined Effort, Inc.
- Commercial Steam Cleaning
- Communication Strategies
- Communications Technology Cluster
- Communities for a Better Environment
- Community Assistance for the Retarded and Handicapped
- Community Design & Architecture Inc.
- Community Education Foundation for San Leandro
- Community Resources for Independent Living (CRL)
- Comp Analysis, Inc.
- Computer Technologies Program (CTP)
- Conference of Minority Transportation Officials (CMTFO)
- Consolidated Engineering Labs
- Consolidated Environmental Group, Inc.
- Construction Testing Services
- CONSOL MICROELECTRONICS USA, INC.
- Contra Costa County - Board of Supervisors
- Contra Costa Times
- Contra Costa Transportation Authority
- Conversion Management Associates, Inc. (CMA)
- Convoy
- Cook Environmental Services, Inc
- Corbin Building, Inc.
- CORDAX
- Cordoba Consulting, Inc.
- Cornerstone
- Cornerstone Conclium
- Corporation for Supportive Housing
- Council of Asian American Business Associations
- Courts Unlimited
- County of Alameda
- Covella Group, The
- Creative Window Interiors, Inc.
- Creekan + D'Angelo Engineers
- Critical Solutions
- Crown Health Services
- CSG Consultants, Inc.
- CTN Construction Consulting
- Cumbre, Inc.
- Courts Barting PC
- Cushman & Wakefield
- Cycles of Change
- Cypress Hill Concrete Inc.
- D & M Traffic Services Inc.
- D & S Trucking LLC.
- D. M. Figley, Inc.
- D. Moore Consulting
- Dabel, Inc.
- Daily Californian, The
- Daily Journal
- Daily Review, The
- Dakota Press, Inc.
- Dan Peters Construction
- Daryl Alexander & Associates, Inc.
- David Evans and Associates, Inc.
- David Widelock Landscape Design
- Davitlier-Sloan, Inc.
- Daviri & Co., Inc.
- Deaf Counseling, Advocacy & Referral Agency (DCARA)
- Decon Environmental
- Deets Electric
- DeSta Demolition and Cleaning, Inc.
- Delaney Controls
- Delcan Corporation
- Department of Motor Vehicles
- DeSta Gates Construction
- Diamond Rocs, Inc.
- Diamond Saw Cuts Foundations
- Diamond Technology, Inc.
- Diamond Tool & Die, Inc.
- Diaz Yourman & Associates
- Diaz, Diaz & Boyd, Inc.
- Dillard Trucking
- Direct Images Interactive, Inc.
- Disability Rights California
- Disability Rights Education and Defense Fund (DRED)
- Disabled American Veterans
- Dixon Masonry/Spencer Masonry
- DKS ASSOCIATES
- DJM + HARRIS
- Doc Bailey Construction Equipment, Inc.
- Donaldson Associates
- Dotscom
- Dowling Associates, Inc.
- Downtown Oakland
- Downtown Oakland Senior Center
- Dragados USA, Inc.
- Dublin CHP
- Dublin San Ramon Services District (DSRSD)
- Dublin Senior Center
- Dublin Unified School District
- Dudell & Associates, Inc.
Attachment E: Organizations in the Constant Contact Database

Duran Hogan Construction
E2 Consulting Engineers, Inc.
Eagle Electric, Inc. [Terry C. Morris Enterprises]
Eagle Engineering Construction, Inc.
Eonal Metal Works, Inc.
Earth Mechanics, Inc.
Earth Tech
Earthquake & Structures, Inc.
East Bay Asian Design Professionals
East Bay Baptist Association
East Bay Bicycle Coalition
East Bay Blue Print & Supply Company
East Bay Citizen
East Bay Community Law Center
East Bay Economic Development Alliance (EDA)
East Bay Express
East Bay Glass Company
East Bay Paratransit
East Bay Women's Network
East West Bank
Easter Seals Project ACTION
Eastmont Builders
Easy Does It Emergency Services
EBI
Ecology Center
Econolite Traffic Engineering and Maintenance
Economic & Planning Systems, Inc.
Economy Trucking Services, Inc.
Ecowang
EDAW, Inc.
EDC Systems
Eden Area Regional Occupational Program - Hayward Center
Eden I & R, Inc.
Eden Medical Center
Eisen/Lefunic
El Mundo
Elation Systems, Inc.
Eicon Corporation
Eldridge Consulting
Electro Imaging Systems (EIS)
Electronic Transaction Consultants
Electronic Systems, Inc.
Elfeonnic Transaction Consultants Corporation (ETC)
Elite Claims & Investigative Services
e2mobile, Inc.
EMC Research, Inc.
Emergenc Group
Emeryville Transportation Management Association
Emeryville Unified School District
Empire Engineering & Construction, Inc.
Enerdyne Technologies
Energy Conservation Options, ECO
Energy-Lock, Inc.
ENGEIO Incorporated
Engineered Soil Repairs, Inc.
Engineering Services, Inc.
Envirocenm Communications Strategies, LLC
Environmental Management Services, Inc.
Environmental Risk Communications, Inc.
Environmental Science Associates
Environmental Vision
Envio-Tech Electric Service
EPC Consultants, Inc.
Episcopal Senior Communities
Equity Legal Services
Ernst & Young (EY)
ESA
ESE Consulting Engineers, Inc.
e-VerifyEx
EVT Ch.27
Ewald & Wasserman Research Consultants, LLC
EXCEL Mowing Services
F. E. Jordan Associates, Inc.
F. Rodgers Corporation
F1 Consulting, Inc.
FociliCorp
Fairbank, Mastin, Mauldin, Metz & Associates, Inc.
Faire Network of the East Bay
Faithful + Gould
FAMHS Program
Falcon Industrial Supply
Family Service Counseling Center
Fanta, Inc.
Fargo Senior Center
Fehr + Peers
Fidelity Roof Company
Filipino Bar Association of Northern California
Filter Recycling Services, Inc.
FinanceStaff, Inc.
Financial Times - San Francisco Bureau
Finger Design, Inc.
Fingerprint Services Of America
First Friday Association
First Southwest
Flanders Heat & Air Systems, Inc.
Flatron West, Inc.
FitnessCare International/Pacon, Inc.
FMG Architects
FOLC
Fonseca McBroy Grinding Co., Inc. (FMG)
Ford Graphics
Foret/Ebesser Engineers, Inc.
Foster & Associates
Foundation for Rehabilitation and Development of Children
Four Star Restoration
Fred Finch Youth Center
Fred T. Smith & Associates, Inc.
Freedman Tung & Siasaki
Fremont Adult School
Fremont Argus
Fremont Bank
Fremont Freewheeler
Fremont Main Library
Fremont Multi-Service Center
Fremont Unified School District
Frontline Environmental
Fruitvale San Antonio Senior Center
FSA Core Strategies
Fugo West, Inc.
Fulken Surveying & Mapping, Inc.
Future Power Corp. dba Energy Conservation Options
G & G Risk Management
G & I Supply, Inc.
G&Assafstigs, Inc.
Gaines Construction
Gallagher & Burke, Inc.
Gallagher & Burke, Inc. & Brosamer Joint Venture
Gallagher & Lindsey
Gammaliel Foundation
Gannett Reming, Inc.AF13
Garcia and Associates
GARDEN Program
gates+associates
Gayton Design
Geness
GeoCADD Surveys
Geoccon Consultants, Inc.
Geolabs, Inc.
GetIt Done
Gilhotl Bros., Inc.
Gilhotl Construction Company, Inc.
Ghirardelli Associates, Inc.
Gibbs Law Group, P.C.
Gilcrest Management Services
GJR, LLC
GKK Corporation
GMG Systems, Inc.
Go Green Transportation, Inc.
Gold Coast Transit
Golden Associates
Golden Gate Bridge, Highway and Transportation District
Golden Gate Office Solutions
Golden Gate Truck Center
Goring & Stroja Architects, PC
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<td>KALW-FM</td>
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<tr>
<td>Kane &amp; Associates</td>
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<tr>
<td>Kaneko &amp; Kramermer Corp. dba Koff &amp; associates, Inc.</td>
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<tr>
<td>KATZ, OKTISU &amp; ASSOCIATES</td>
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<tr>
<td>KC Pierce &amp; Associates</td>
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<tr>
<td>KCBS-AM (740 AM)</td>
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<tr>
<td>KCNL (FM 104.9)</td>
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<tr>
<td>KDDW-AM (AM 1220)</td>
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<tr>
<td>KDTV-14 Univision</td>
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<tr>
<td>KEAR-FM (The Family)</td>
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<tr>
<td>Keep BART on 580</td>
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<td>KELLICO Services, Inc.</td>
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<td>Kenneth Pov, CPA</td>
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<td>Kerby Construction, Inc.</td>
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<tr>
<td>Kevin W. Harper, CPA &amp; Associates</td>
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<tr>
<td>Keystone Development Group, LLC</td>
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<td>Keystone Security</td>
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<td>KFOG, KSAN</td>
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<td>KGO-AM (News Talk AM 810)</td>
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<tr>
<td>KGO-TV - Ch. 7</td>
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<tr>
<td>Kidango, Inc.</td>
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<td>Kier &amp; Wright Civil Engineers and Surveyors, Inc.</td>
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<td>Kiewit Pacific Co.</td>
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<tr>
<td>Kingston Contracting, Inc.</td>
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<td>KQIK (AM 1010)</td>
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<td>Kittell</td>
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<td>Kittelson &amp; Associates</td>
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<tr>
<td>Kiwanis Club - San Leandro</td>
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<td>KJM &amp; Associates</td>
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<tr>
<td>KKIQ (FM 101.7)</td>
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<td>KL Construction</td>
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<tr>
<td>KLLC (FM 97.3)</td>
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<tr>
<td>ELCK (AM 1170)</td>
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<td>KMN Industrial</td>
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<td>KNN Public Finance</td>
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<td>KNTV-TV</td>
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<td>Koff &amp; Associates, Inc.</td>
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<td>KOHL Radio</td>
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<tr>
<td>Korean Community Center of the East Bay</td>
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<tr>
<td>KORIVE ENGINEERING</td>
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<tr>
<td>KFRA (FM 94.1)</td>
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<tr>
<td>KFIR-TV</td>
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<tr>
<td>KFQO (FM 89.5)</td>
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<tr>
<td>KQED-FM (Forum)</td>
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KR Surface Industries
KRON-TV
KRZZ (FM 93.3)
KSJO (FM 92.3)
KSQQ
KTUU TV (FOX 2)
KVTO 1400 AM
KVVN
Kwan Wo Ironworks, Inc.
KYLD, K101, KISS (KISQ), KITA, KMEL, KFOX (KNEW), KZDG (AM 1550)
KZSF
L & L Group - Andale Construction
L. Luster & Associates, Inc.
L. S. Trucking, Inc.
Lai & Associates
Lake Merritt Breakfast Club
Lakeshore Avenue Business Improvement District
Lampshire, Gregory
Lane College
Laney Tower
Lanologic, Inc.
Larvantage, Inc.
Larkin & Associates
Lonitos Unidos
Low Offices of J. Tristan Hosterman
Le Rapport Group
Lea & Baze Engineering, Inc.
Lead Staffing Corporation
League of Women Voters - Eden Area
League of Women Voters - Fremont, Union City
League of Women Voters - Oakland Chapter
League of Women Voters of the Bay Area
League of Women Voters, California
Legal Assistance for Senior
Leonidou & Rosin
Level Construction Supply
Liberty Fire Systems Inc
Lifelong Medical Care
Lighthouse Welding
Lighting & Watercoink Supply
Lily Huezol (poozeliroracconcrete@gmail.com)
Lim & Nascimento Engineering Corp.
Lions Center for the Blind
Livermore Amador Valley Transit Authority (LAVTA)
Livermore Area Recreation and Park District (LARPD)
Livermore Downtown, Inc.
Livermore Printers/Arts Unlimited
Livermore Sanitation, Inc.
Livermore Senior Center
Livermore Valley Joint Unified School District
Living in the O [Blog]
Lockwood, Andrews & Newnam, Inc.
LOGIC
Lohines & Wright
Los Reyes
Lovitt & Associates
Loza Brothers Landscape
LSA Associates
Luster Construction Management
M. LEE CORPORATION
M.A. Landscape
M2 Consultants, Inc.
MacDonald-Bedford
Macias Giri & O'Connell, LLP
MacK5
MacKay & Sons Civil Engineers, Inc.
Madera County Transportation Authority
Mag Trucking
Magdave Associates, Inc.
Malachi Construction
Malcolm Drilling Company, Inc.
Management Consulting, LLC
Mandara/WST Training Center
Manor Bowl
Marino Bowl
Marble City Company
Marble Granite Masters-MGM, Inc.
Marin County Board of Supervisors
Marin County Transportation Agency
Marin Transit
Marina Community Center
Mark Thomas & Company, Inc.
Marketing Department
Mason Tillman Associates, Ltd.
Masonic Home for Adults
Mass Mutual
Match Point Solutions
Materials Reuse
Matthos Equipment Transport
Maxx Metals
MBD, LLC
McDowell Consulting, Inc.
McGrath-Hill Construction
McGuire & Hester
McKissack & McKissack
MCT Development & Construction
MDCI
Men of All Trades
Mendoza & Associates
Mercantile Company
Mercedes Corbell Design & Architecture
Mercy Housing
Meridian Technical Services, Inc.
Metro W. Plastics
Metropolitan Transportation Commission (MTC)
Meyer Mahaddies Associates, Inc.
Meyer Plumbing Supply
Meyers, Nave, Riback, Silver & Wilson
MFT Consulting Engineers, Inc.
MGE Engineering
MGH Consulting, LLC
Minicom
Minority Business Development Agency
Mira Solutions, Inc.
MISSSEY, Inc.
MMG, Inc.
Mekley & Associates Consulting
Moffat & Nichol
Mon Café
Monroe & Son Trucking
Monroe Trucking
Monsen Consulting
Montclair Environmental Management, Inc.
Moore & Associates
Moore lacofano Goltznan, Inc. (MIG)
Moss, Levy & Hartsheim
Muftech Engineering Consultants, Inc.
Museum on Main Street
MV Transportation, Inc.
NAACP - Hayward, Oakland
Nakama Enterprises, LLC
Napa County - Board of Supervisors
Napa County Transportation Planning Agency
Napa Valley Materials
National Black MBA Association
National California Minority Supplier Development Council (NCMSDC)
National Center for Employee Ownership
National Council of Asian American Business Associations
National Data Services
National Electrical Contractors Association (NECA) - No. California Chapter
National Security Industries
NBT Construction
ND Technology
Nelson Nygaard Consulting Associates
New Growth Landscape Maintenance Services
New Haven Adult School
New Haven Unified School District
New York Life Insurance Company
Newark Library
Newark Unified School District
Newtor
Nichols Consulting Engineers, Chtd.
Nightingale Nursing
Attachment E: Organizations in the Constant Contact Database

Niles Groups
Ninyo & Moore Geotechnical Environmental Consulting
NMC
Nolan Morrison Consulting
Nofel Associates, Inc.
Noantra University
North American Fence & Railing, Inc.
North Bay Seismic Design
North Berkeley Senior Center
North Oakland Senior Center
Northern California Minority Business Enterprise Center (NORCAL MBEC)
Northern California Minority Supplier Development Council (NMSDC)
Northern California Playworks, Inc.
Northern Truck & Equipment / NTE
Northgate Environmental Management, Inc.
NOV Ameron
Novani
Nu-Glass System
O.C. Jones & Sons
Oak Engineering
Oakland Asian Students (OASES)
Oakland Black Caucus
Oakland Builders' Alliance
Oakland Local
Oakland Metro Reporter
Oakland North
Oakland Running Festival
Oakland Unified School Dist. - Int'l Trade Transportation Logistics Academy
O'Brien Kreitzbart
Ocampo-Esta Corporation
O'Connor Construction Management, Inc.
Office of CA Assemblymember Rob Bonta (D18)
Office of CA Assemblymember Bill Quirk (D20)
Office of CA Assemblymember Bob Wieckowski (D25)
Office of CA Assemblymember Hancock (D9)
Office of CA Assemblymember Joan Buchanan (D16)
Office of CA Assemblymember Nancy Skinner (D15)
Office of CA Assemblymember Rob Bonta (D18)
Office of CA Senator deSaulnier (D7)
Office of CA Senator Ellen M. Corbett (D10)
Office of Congressman Eric Swalwell (D15)
Office of Congressmen Eric Swalwell (D15)
Office of Congresswoman Suzy殿nn, - City of Oakland
Office of Supervisor Wilma Chan, Supervisor - Alameda County
Office of the County Council
Office of U.S. House of Representative Mark Nakamoto
Office of U.S. House of Representative Richi Graham
Office of U.S. Senator Barbara Boxer
Ohlone College
Ohlone Foundation
Ojo Technology, Inc.
Omnis-Means
On Lok Lifeways
One Stop Service
One Walnut Creek Center
One World Communications
OnTrack Scheduling, Inc.
Opal Quality Systems Management
Operation Dignity
Operations Multi-Modal
OPT, Inc.
OPTIBASE
Orcan Logistics, LLC
Organization of Chinese Americans - East Bay Chapter
Organizations of Alameda Asians
Overland Pacific & Cutter, Inc.
Overland, Pacific & Cutter, Inc. (OPC)
Pace Supply Corporation
Pacheco Brothers Gardening, Inc.
Pacific Coast Laboratories
Pacific Color Graphics
Pacific Legacy, Inc.
Pacific Material Resources, Inc.
Pacific Municipal Consultants
Pacific Project Management
Pacific Thomas (dba Safe Storage)
Paragon Transportation Services, Inc.
Pathik Consultants Inc.
PARSONS
Parsons Brinckerhoff
Parsons Transportation Group, Inc.
Partida Benefits & Insurance
Partnership for Children and Youth
Patch - Alameda
Patch - Piedmont
Patch - Berkeley
Patch - Castro Valley
Patch - East Bay
Patch - El Cerrito
Patch - Fremont
Patch - Livermore
Patch - Northern California
Patch - Peacock
Patch - San Leandro
Patch - San Ramon
Patel Associates
Patni Merker Architects
Patrick and Co.
PB Americas, Inc.
PBJ
PC Source
Peacemakers, Inc.
Peninsula Coalition
Peninsula Crane and Rigging
Perotta Colleges
Performance Contracting, Inc.
Performance Plus Plumbing
Perspective, Inc.
Pete Varma
Peter Wolfe Landscape Architecture
Peterson Services, Inc.
PGE
PGA Design, Inc.
PHA Transportation Consultants
Philip Henry Architecture
Piedmont Planning Consultants, LLC
Piedmont Unified School District
Pike Drivers Local 34
Pilipino American Alliance (PAA)
Pine Tree Ridge
Pinnacle Installations, Inc.
Pinnacle Petroleum, Inc.
Platinum Advisors
Pleasanton Downtown Association
Pleasanton Senior Center
Pleasanton Weekly
PLS Surveys, Inc.
PMW Enterprises, LLC
Port of Oakland
Post Newspaper
Powell & Partners, Architects
Power Personnel
Preferred Properties of California
Pre-Paid Legal Services
Predige Protection
Price Waterhouse Coopers
Principia Engineering
Pro Arts
Proactive CM
Proctor Trucking
Professional Engineer CA, NV
Professional Land Services
PROCO Inc
Proxy1 Inc
PSC Associates, Inc.
PSI, Inc
PSOMAS
Plowboy Bike Advocates
PTS Professional Telecommunications Services, Inc.
Public Financial Management
Public Health Law and Policy
Public Policy Institute of California
Publications Design
Furjida Radio USA
Purple Lynx
Q Architecture
Questa Engineering Corporation
Quuality Woodwork Installations
R & L Brosamer
Race, Poverty & the Environment
Racotek, Inc.
Rail Surveyors & Engineers
Rails to Trails Conservancy
Rajappan & Meyer Consulting Engineers, Inc.
Ramos Happy Yards
Randick, O'Dea & Toolatos
RAO Plumbing and Heating Contractors
Ratcliff Architects
Ray's Electric
Raytheon Engineers & Constructors
RBF Consulting
Rbw 5d, Inc.
Red Top Electric Company, Inc.
Red, Bike and Green
Redwood Consulting Associates
Reed Construction Data
Regional Center of the East Bay
Research Consultants, LLC
Resolution Management Consultants, Inc.
Resource Refocus
Resources for Community Development
RGA Environmental
RGW Consulting
RGW Construction
Rideshare 511
Right of Way Services, Inc.
Rinster Consulting
Riverside County Transportation Commission
RMA Group
RMT Landscape Contractors, Inc.
Rogers & Associates
Robert Jones & Associates
Robert Laron & Associates
Robert Washington Consulting
Robert Y. Chew Geotechnical, Inc.
Robinson & Associates
Rock Transport, Inc.
Rockridge Geotechnical, Inc.
Rodrigues & Son Painting
Ron Rakich & Associates, Inc.
Rose Gate Assisted Living
Rotary - San Leandro
Rotary Club - Alameda
Rotary Club - Castro Valley
Rotary Club - FUN
Rotary Club - FUN Sunset
Rotary Club - Hayward
Rotary Club - Livermore
Rotary Club - Oakland
Rotary Club - Pleasanton North
Rotary Club - San Leandro
Royal Electric Company
Royton Hanamoto Alley & Abey
RPM Consulting
RS Calibration Services, Inc.
Rubin & Associates
Ruggeri-Jensen-Azar & Associates
S & C Engineers, Inc.
S & M Engineering
S & S Trucking
S. Kwok Engineers, Inc.
S.T. Rhoades Construction, Inc.
ASAP Quality Printing
Sade Lok
Safe Routes to School and Cycles of Change
SafeRTEC - UC Berkeley
Salaber & Associates, Inc.
Samtrans Consulting
San Diego Association of Governments (SANDAG)
San Francisco Bay Area Water Emergency Transportation
San Francisco Bay Conservation and Development Com
San Francisco Business Times
Sperry Capital, Inc.
Spokemore Consulting
Spotswood Engineering
Springline, Inc.
SPS Engineers
St. Francis Electric
St. Mini Cab Corporation
Stahling Solutions Group
STAND
Startec Consulting Services
Starkeweather Bondy Architecture LLP
Starz Management Co., Inc.
State Farm Insurance
Stephan V. Richardson Consulting
Steven Grover & Associates
Stop, Drop & Roll
Strategic Economics, Inc.
Streucut Group
Streetcarus Blog - Emeryville
Studio Blue Reprographics
Suarez & Munoz Construction, Inc.
Substructure Support, Inc.
Sudden Sam's Trucking
Sudha Dhandapani Consulting
Summit Associates
Sunol Glen Unified School District
Superior Mechanical Services, Inc.
Susan L. Lubek, J.D.
Swim Biological, Inc.
Swinerton Management & Consulting, Inc.
Switchpoint Planning
SYNCHRONEX
Synergistics Inc
Systems Business
T & R Construction Company
T. V. Lin International
T.D.W. Construction, Inc.
Talus Construction, Inc.
TBC Safety
Tebel, LLC
TechConcepts, Inc.
TEECDM Design Group
Teichert Construction
Telvent
Telvent Farnadyne, Inc.
Temescal Telegraph Business District
Tennysont Electric
TerraLite, Inc.
Temo, Inc.
Tetra Tech, Inc.
Ther PR
Thomas Dolan Architecture
Thomson Transportation Engineering, Inc.
Through the Looking Glass (TGL)
Tifco Industries
Tie Plus, Inc.
Tipping Mar & Associates
Titus
TJKM Transportation Consultants
TLC Watch, Inc.
Top Grade Construction
Topcon Positioning Systems
Towit, Inc.
Townend Management, Inc.
Townsend Public Affairs, Inc.
TPR Corp.
Traffic Research Associates
TRAFFIC SOLUTIONS
Trans Pacific Geotechnical Consultants, Inc.
TransAct
Transbay Blog
Transbay Locksmiths
TransCare
Transyn, Inc.
Transform
transmetro
Transportation Analytics
Transportation And Land Use Coalition
Transportation Infrastructure Group
Transportation Management & Design, Inc.
TRANSTEC
TREC
Trendcepts
Tri-Valley Transportation Council (TVTC)
TRIC Tools
Tri-City Voice
Tri-City Volunteers
Trimax Systems, Inc.
Tri-Technic
Tri-Valley Chinese Bible Church
Tri-Valley Chinese Tomatoes
Tri-Valley Excavating Co., Inc.
Tri-Valley Housing Opportunity Center
Tri-Valley Regional Occupational Program
Tri-Valley Times
Tris Consultants, Inc.
Tosa Design Group
Tulare County Association of Governments
Tutor Penini Corporation
TY Lin International
Ultra Business Services
UNCLE Credit Union
Unite Communications, Inc.
Union City Construction
United Indians Nations, Inc.
United Seniors of Oakland and Alameda County
Unity Council, The
University of California Berkeley
University of California Berkeley ASUC
University of California Berkeley Extension
University of California Berkeley School of Journalism
University of California Office of the President
Urban Design Consulting Engineers
Urban Ecology
Urban Habitat
Urban Strategies Council
URS Corporation
UWA Electric Co.
V & A Consulting Engineers
V N General Building Construction
V.E.M. General Engineering, Inc.
Valerie Brock Consulting
Valhalla Builders
Val Cooper & Associates, Inc.
Valley Community Bank
Valley Facilities Management Corporation (VFMC)
Valley Yellow Pages
Valoure - Executive Search
Vargas & Co.
Vavrinek, Trine, Day & Co.
Venti Marketing Corp. dba Branding Boulevard
Vernazza Wolfe Associates, Inc.
Veterans Cab
Vianovus, Inc.
Vibro-Acoustic Consultants
Vietnamese American Community Senior Center
Vintage Elevator Services
Vision Hispana
Vision That Moves Your Community
VSCE, Inc.
W & S Solutions
W. Bradley Electric (WBE)
WA Home Owners Association
Walk Oakland Bike Oakland
Wall Street Journal - San Francisco Bureau
Washington Group International
Washington Hospital
Watty Design, Inc.
WE GROUP, LLC
Weiss Associates
Wendel, Rosen, Black & Dean, LLP
Wendy C. Harikoshi
Wente Vineyards
Westley Construction, Inc.
West Berkeley Senior Center
West Coast Water & Trucking, Inc.
West Oakland Senior Center
Western Pacific Signal, LLC
Western States Oil Co.
Western Traffic Supply, Inc.
Wheeler Planning
Whidock & Weinberger Transportation, Inc
Whistlestop, The
Wilbur Smith Associates
WILLDAN
Wilkian Financial Services
William Blair & Company
William Communications
William Kanemoto & Associates
Williams Trucking
Williams, Adley & Company, LLP
Wilson Electric Co.
Wilson, Ihrig & Associates, Inc.
Wine Group, Inc., The
Winning Strategies LLC
WVH Corporation
Women in Transportation
Wong's International
Wood Rodgers, Inc.
Workforce Incubator
World Internet Marketing, Inc.
WRECO
W-Tran
Wythe Enterprises
Y & C Transportation Consultants
Yano Accountancy Corporation
YCAT-C, Inc.
YEI Engineers, Inc.
Yolanda’s Construction Administration & Traffic Control
Your All Day Everyday Janitorial Services
Youth Employment Partnership
ZENTNER AND ZENTNER
ZINFI Technologies, Inc.
Proposed Outreach Objectives from Chair and CWC Members
(Submitted by Mike Dubininsky)

Organization: The Alameda County Transportation Commission (Alameda CTC) Citizen’s Watchdog Committee is responsible for oversight of expenditures specified in the Alameda County 20-year Transportation Expenditure Plan.

Background: The Alameda County Transportation Expenditure Plan for the transportation sales tax measure passed in 2000, Measure B, called for the creation of a Citizen’s Watchdog Committee that would “... report directly to the public ... publish an annual report ... in local newspapers.” The plan also specifies “copies of these documents must be made available to the public.” The original legislation and the plan 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 Alameda CTC staff, has made extra efforts to ensure that the public is aware of and receives annual reports, there remains no clear and defined blueprint for the level and scope of public outreach expected for the CWC to pursue.

Outreach Objectives: The following proposed distribution channels and outreach techniques are designed to establish the minimum floor of public outreach which the CWC should pursue to meet the legislative expectations and to meet its objectives of educating the public about Measure B transportation projects and programs and CWC activities. The public is not limited to the residents of Alameda County, but these residents represent the first priority for outreach.

- Printed media: Place print versions of the report in newspapers that focus on the news and activities occurring in Alameda County, CA.

- Direct mailing/distribution: Send mail or email to county libraries, Commissioners, community advisory committees, and other Alameda CTC mailing list recipients, and distribute the report or materials about the report at outreach events sponsored by or attended by Alameda CTC staff and at organizations that appoint representatives to the CWC.

- Online (Internet) resources: Place advertisements in online publications that focus on the news and activities occurring in Alameda County, CA.

- Social media: Utilize social media sites established by Alameda CTC and all county jurisdictions (cities) and transportation agencies that benefit from the transportation sales tax.
Proposed Outreach Objectives from Chair and CWC Members
(Submitted by Mike Dubininsky)

- **Personal outreach:** Provide direct reports to CWC members’ appointing organization and/or jurisdictions that fall within their appointed reporting area, for example, a supervisory district.

- **Audience:** Target the general public, all residents of Alameda County. For those residents who do not use English as a first language, pursue accommodation as appropriate.
DATE: January 6, 2014

SUBJECT: Alameda CTC Semi-Annual Measure B Program Status Update

RECOMMENDATION: Receive a semi-annual update on the status of the Measure B Program.

Summary

In 1986, Alameda County voters approved the Measure B half-cent transportation sales tax, which was later reauthorized in November 2000. Alameda CTC allocates approximately 60 percent of the net sales tax revenues to essential programs and services in Alameda County. The remaining approximated 40 percent are earmarked for specific capital projects as set forth in the 2000 Measure B Transportation Expenditure Plan. Each year, Alameda CTC provides the Commission with semi-annual updates of Measure B expenditures.

The Alameda CTC is responsible for administering the Measure Program. A defined portion of Measure B funds are distributed to 20 eligible jurisdictions as direct local program distribution funds and as discretionary grant allocations. Measure B program direct local program distributions are based on formulas and percentage allocations established in the 2000 Measure B Transportation Expenditure Plan, whereas the discretionary funds are available through a competitive grant process. Measure B supports bicycle/pedestrian, local transportation, mass transit, and paratransit improvements to enhance Alameda County’s transportation system.

At the end of each calendar year, Alameda CTC requires recipients to submit separate Audited Financial Statements and compliance expenditure reports to monitor Measure B expenditures and planned uses. In fiscal year 2012-2013 (FY 12-13), the direct local program distribution fund recipients received approximately $64.8 million in Measure B distributions as summarized in Table 1 on the following page.

For discretionary grant allocations, recipients are required to submit progress reports every six months providing grant status and expenditure updates. For FY 12-13, Alameda CTC reimbursed project sponsors approximately $3.6 million in Measure B grant funding.
Table 1
FY 2012-13 Measure B Direct Local Program Distributions

<table>
<thead>
<tr>
<th>Measure B Programs</th>
<th>Amount (in millions)</th>
<th>Percentage of Total</th>
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<tbody>
<tr>
<td>Local Streets and Roads (Local Transportation)</td>
<td>$25.7</td>
<td>39.7%</td>
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<tr>
<td>Mass Transit</td>
<td>$24.4</td>
<td>37.7%</td>
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<tr>
<td>Special Transportation for Senior and People with Disabilities (Paratransit)</td>
<td>$10.4</td>
<td>16.0%</td>
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<tr>
<td>Bicycle and Pedestrian Safety</td>
<td>$4.3</td>
<td>6.6%</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$64.8</strong></td>
<td><strong>100%</strong></td>
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</tbody>
</table>

**Background**

**Summary of Measure B Direct Local Program Distributions (Pass-through)**

Since the start of 2000 Measure B sales tax collections on April 1, 2002 through June 30, 2013, Alameda CTC has dispersed approximately $639.6 million in Measure B direct local program distributions to local jurisdictions and transit agencies for transportation purposes.

These funding distributions go directly to twenty jurisdictions including:

- Cities of Alameda, Albany, Berkeley, Dublin, Emeryville, Fremont, Hayward, Livermore, Newark, Oakland, Piedmont, Pleasanton, San Leandro, Union City (includes a distribution for Union City Transit), and Alameda County;
- Transportation agencies: Alameda-Contra Costa Transit District (AC Transit), Altamont Commuter Express (ACE) Rail Service, Livermore Amador Valley Transit Authority (LAVTA), San Francisco Bay Area Rapid Transit District (BART), and San Francisco Bay Area Water Emergency Transportation Authority (WETA).

For FY 12-13, Measure B net sales tax revenues generated $115.6 million. Of this amount, approximately $64.8 million was distributed to eligible jurisdictions as direct local program distribution funds (refer to Table 1 above).

For the current fiscal year, FY 13-14, Alameda CTC’s projections for the Measure B sales tax revenues are similar to the prior year’s amounts with approximately $111.7 million in total projected collections. Of this amount, approximately $62.0 million will be distributed as direct local program distribution funds over the fiscal year.

As agencies address their transportation funding needs, it is important to note the Master Program Funding Agreement (MPFA) states that Local Streets and Roads funds are eligible to finance an array of local transportation improvements. Thus, these program funds can finance local roadway projects and other transportation enhancements including bicycle/pedestrian, paratransit and transit improvements.
Measure B Grant Programs

Alameda CTC distributes discretionary Measure B funds through four competitive grant programs:

1) Bicycle and Pedestrian Countywide Discretionary Fund Grant Program
2) Express Bus Grant Program
3) Paratransit Gap Grant Program
4) Transit Center Development Program

These grant funds are available through a competitive process to local agencies, transit agencies, and nonprofit organizations for transportation improvements. Alameda CTC goes through an extensive evaluation process to award discretionary funding. Community advisory committees are also included in the funding process for the Bicycle and Pedestrian Countywide Discretionary Fund (CDF) and the Paratransit Gap Grant Program funds.

For FY 12-13, Alameda CTC reimbursed project sponsors approximately $3.6 million in Measure B grant funding. The four competitive grant programs are described below.

Bicycle and Pedestrian Countywide Discretionary Fund (CDF) Grant Program

Through the Bicycle and Pedestrian CDF Grant Program, Alameda CTC provides funding to bicycle and pedestrian transportation projects which increase accessibility, safety, and mobility for bicyclists/pedestrians throughout the County.

Since the start of the program, Alameda CTC has allocated approximately $12.2 million to 51 bicycle and pedestrian projects. Projects funded under this competitive grant program include capital projects, master planning activities, and bicycle education efforts. Alameda CTC’s Bicycle and Pedestrian Advisory Committee (BPAC) have been included in the programming process.

Currently, there are eleven active bicycle/pedestrian projects financed through the bicycle/pedestrian CDF Grant program. These projects include funds programmed through the FY 12-13 Coordinated Program, which considered discretionary Measure B programs with other funding sources including the Vehicle Registration Fee (VRF) program and federal funding sources. By consolidating the multiple funding sources, Alameda CTC created a more effective programming process that facilitated the implementation of projects that had greater beneficial impact. The funding approved through the FY 12-13 Coordinated Program included $2.18 million in Measure B funds to seven Bicycle/Pedestrian CDF Grant Program projects.

For FY 12-13, Alameda CTC reimbursed approximately $1.5 million to project sponsors.
Express Bus Service Grant Program

The Express Bus Service program is designed to improve rapid bus services throughout the County. Projects funded under this competitive grant program include transportation facilities improvements, operations, and transit center/connectivity expansion.

Since the start of the program, Alameda CTC has allocated approximately $9.6 million to ten express bus service projects.

Currently, there are four active express bus service projects. These projects include funds programmed through the FY 12-13 Coordinated Program, which considered discretionary Measure B programs with other funding sources including the VRF program and federal funding sources. The funding approved through the FY 12-13 Coordinated Program included $2.2 million to three Express Bus Service Program projects.

For FY 12-13, Alameda CTC reimbursed over $894,000 to project sponsors.

Paratransit Gap Grant Program

The Paratransit Gap Grant program provides funding to local jurisdictions, transit agencies, and non-profit groups to improve transportation mobility and access to seniors and people with disabilities. The program funds a variety of projects from shuttle operations, same day/taxi services, transportation/outreach services (including special transportation services for individuals with dementia), volunteer driver services, travel escorts, and travel training.

Since the start of the program, Alameda CTC has allocated approximately $14.4 million to 70 projects and programs for seniors and people with disabilities. The Alameda CTC Paratransit Advisory and Planning Committee (PAPCO) makes recommendations to the Commission on the Paratransit Gap grant funding. Currently, there are fifteen active Paratransit Gap projects.

For FY 12-13, Alameda CTC reimbursed approximately $1.3 million to project sponsors.

Transit Center Development Grant Program

The Transit Center Development (TCD) grant program focuses on development of mixed-use residential or commercial areas designed to maximize access to public transportation. These projects are also referred to as Transit Oriented Development Projects (TOD) or Priority Development Areas (PDA). These funds are available to local jurisdictions to encourage development near transit centers.
Since the start of the program, Alameda CTC allocated over $1.6 million to TCD projects throughout Alameda County.

For FY 12-13, Alameda CTC has reimbursed approximately $15,000 to project sponsors.

Fiscal Impact: There is no fiscal impact.

Attachments

A. Measure B Program Active Grants List

Staff Contact

Matt Todd, Principal Transportation Engineer
John Hemiup, Senior Transportation Engineer
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# Alameda County Transportation Commission
## Measure B Grants Program
### Active Project Sponsor Agreements

<table>
<thead>
<tr>
<th>Index</th>
<th>Agreement Number</th>
<th>Project Number (APN)</th>
<th>Sponsor</th>
<th>Project Name</th>
<th>Measure B Funds Awarded</th>
<th>Status</th>
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<tbody>
<tr>
<td>1</td>
<td>A09-0017</td>
<td>634.6</td>
<td>City of Oakland</td>
<td>Lakeshore/Lake Park Avenue Complete Streets Project</td>
<td>$573,599</td>
<td>Closing-out</td>
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<td>2</td>
<td>A09-0018</td>
<td>634.2</td>
<td>City of Dublin</td>
<td>Alamo Canal Regional Trail - Interstate 580 Undercrossing</td>
<td>$491,000</td>
<td>Closing-out</td>
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<td>3</td>
<td>A09-0022</td>
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<td>City of Newark</td>
<td>Newark Pedestrian and Master Plan</td>
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<td>4</td>
<td>A09-0025</td>
<td>634.7</td>
<td>East Bay Bicycle Coalition</td>
<td>Bicycle Education Safety Program</td>
<td>$410,083</td>
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<td>5</td>
<td>A13-0059</td>
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<td>City of Emeryville</td>
<td>Christie Ave Bay Trail Gap Closure</td>
<td>$50,000</td>
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<td>6</td>
<td>A13-0062</td>
<td>636.5</td>
<td>City of Alameda</td>
<td>Cross Alameda Trail (Ralph Appezatto Memorial Parkway, Webster to Poggi)</td>
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<td>7</td>
<td>A13-0063</td>
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<td>City of Albany</td>
<td>Buchanan/Marin Bikeway</td>
<td>$536,000</td>
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<td>8</td>
<td>A13-0064</td>
<td>636.7</td>
<td>City of San Leandro</td>
<td>W. Juana Ped Improvements</td>
<td>$346,000</td>
<td>In Progress</td>
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<td>9</td>
<td>A13-0065</td>
<td>636.8</td>
<td>City of Oakland</td>
<td>Fruitvale Alive Gap Closure Streetscape Project (Fruitvale Ave E.12th to Estuary)</td>
<td>$113,000</td>
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<td>10</td>
<td>A13-0066</td>
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<td>City of Piedmont</td>
<td>Piedmont Pedestrian and Bicycle Master Plan</td>
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<td>11</td>
<td>A13-0067</td>
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<td>Cycles of Change</td>
<td>Bike-Go-Round (education/safety program)</td>
<td>$240,000</td>
<td>In Progress</td>
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</tbody>
</table>

**BICYCLE AND PEDESTRIAN PROGRAM**

**EXPRESS BUS PROGRAM**

1. AC Transit
   - 652.3
   - AC Transit Expansion of Transit Center at San Leandro BART
   - In Progress

2. AC TRANSIT
   - 636.3
   - East Bay Bus Rapid Transit Bike/Pedestrian Elements
   - In Progress

3. LAVTA
   - 637.3
   - Route 10 & Rapid Route Operations
   - In Progress

4. LAVTA
   - 637.4
   - Route 12v, 20x, and 70x Operations
   - In Progress

**PARATRANSIT PROGRAM**

1. City of Fremont
   - 662.2
   - Tri-City Travel Training Pilot Project
   - In Progress

2. AC Transit
   - 664.3
   - New Freedom Grant Match (AC Transit Inventory)
   - In Progress

3. Alzheimer's Services of the East Bay
   - 664.5
   - Special Transportation Services for Individuals with Dementia
   - In Progress

4. Alzheimer's Services of the East Bay
   - 668.1
   - Special Transportation Services for Individuals with Dementia
   - In Progress

5. Center for Independent Living, Inc.
   - 668.2
   - Mobility Matters Project
   - In Progress

6. Bay Area Outreach & Recreation Program
   - 668.3
   - Accessible Group Trip Transportation for Youth and Adults with Disabilities
   - In Progress

7. City of Fremont
   - 668.4
   - Tri-City Mobility Management and Travel Training Program
   - In Progress

8. City of Fremont
   - 668.5
   - Senior Support Program of The Tri Valley
   - In Progress

9. City of Pleasanton
   - 668.6
   - Downtown Route Shuttle (DTR)
   - In Progress

10. City of Fremont
    - 668.7
    - Tri-City Volunteer Driver Programs
    - In Progress

11. City of Fremont
    - 668.8
    - Tri-City Taxi Voucher Program
    - In Progress

12. City of Emeryville
    - 668.9
    - 8-To-Go: A Demand Response, Door to Door Shuttle
    - In Progress

13. Senior Helpline Services
    - 669.0
    - Rides for Seniors
    - In Progress

14. City of Hayward
    - 669.1
    - Central County Taxi Program
    - In Progress

15. City of Oakland
    - 669.2
    - Taxi-Up & Go Project
    - In Progress

**ALL ACTIVE PROJECTS SUMMATION**

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<th>Active Grant Projects</th>
<th>Measure B Funds Awarded</th>
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Last Updated: December 12, 2013
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Semi-Annual Measure B Programs Status Update on Direct Local Program Distributions and Grant Programs

A Presentation by
Alameda County Transportation Commission Staff
January 2014

Measure B FY 12-13 Direct Local Program Distributions

In Fiscal Year 12-13 Direct Local Program Distributions

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<tr>
<th>Measure B Distribution</th>
<th>Amount (in millions)</th>
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<td>Local Streets and Roads</td>
<td>$25.7</td>
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<tr>
<td>Mass Transit</td>
<td>$24.4</td>
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<td>Paratransit</td>
<td>$10.4</td>
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<td>Bicycle and Pedestrian Safety</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$64.8</strong></td>
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A Brief History: Measure B

- Measure B half-cent sales tax approved by voters in 1986
- Alameda County was one of the first California Self-Help Counties
  - Self-help Counties generate approximately $4 billion per year for California transportation and mobility
- In 2000: Measure B was reauthorized with 81.5% voter approval rate
- In 2002: Tax collection and program allocations began
- In 2004: Grant allocations began

Measure B Distributions

Measure B Sales Tax Revenue

**PROGRAMS** (Approximately 60%)
- Local Transportation (22.34%)
- Special Transportation for Seniors and People with Disabilities (Paratransit) (10.45%)
- Mass Transit (21.93%)
- Bicycle/Pedestrian (5.00%)
- Transit Center Development (0.19%)

**CAPITAL PROJECTS** (Approximately 40%)

Direct Local Program Distributions

Allocate funds to 20 jurisdictions
Funds four types of programs
- Local Transportation (Local Streets and Roads)
- Mass Transit
- Special Transportation for Seniors & People with Disabilities (Paratransit)
- Bicycle and Pedestrian Safety

In FY 12-13 Alameda CTC distributed $64.8 million in direct local program distributions
Alameda CTC initial projection is $62.0 million in direct local program distributions for FY 13-14

Grant Programs

Funds four types of programs
- Bicycle and Pedestrian Safety
- Paratransit
- Express Bus
- Transit Center Development

Since 2004, approximately 140 projects have been awarded Measure B funding in the amount of approximately $37.9 million
Projects funded through the Coordinated Funding Program and Paratransit Gap Cycle 5 Program are underway and funded through FY 15/16

Measure B Makes a Difference

Total Measure B Direct Local Program Distributions and Grant Funds
April 2002 through June 2013

$677.5 million

140 Bicycle and Pedestrian, Express Bus, Paratransit and TOD Awards through July 2013

Direct Local Program Distributions through June 2013

FY 12-13 $64,812,051
FY 11-12 $60,556,173
FY 10-11 $56,857,026
FY 09-10 $50,808,873
FY 08-09 $54,501,184
FY 07-08 $62,543,374
FY 06-07 $61,176,456
FY 05-06 $59,357,051
FY 04-05 $54,404,793
FY 03-04 $53,086,000
FY 02-03 $49,455,451
FY 01-02 $12,006,000

Measure B Grants

$37.9 million
Compliance Reporting Requirements for Direct Local Program Distributions

- Road miles served
- Population
- Complete Streets Policy by June 2013
- Article in Recipient’s or Alameda CTC’s newsletter
- Website coverage of the project
- Signage about Measure B funding
- End-of-year Audited Financial Statement (due in December 2013)
- End-of-year Compliance Report (due in December 2013)
- Implementation plans for fund balances

Measure B Grant Program Overview

- Measure B contains competitive programs for projects that:
  - Improve transportation access for the diverse population in Alameda County
  - Provide improvements that encourage Alameda County residents to walk, bike, take public transportation and live in transit oriented developments
Bicycle and Pedestrian Grant Program

- Updates to Countywide Pedestrian and Bicycle Plans
- City and County bicycle and pedestrian plans
- Gap closures
- Education and safety programs
- Capital projects

City of Emeryville
Christie Avenue Bay Trail Gap Closure Project

- Project provides a gap closure of the Bay Trail in central Emeryville from Powell Street and Christie Avenue.
- Improve safety and accommodate demand created by the opening of the pedestrian-bicycle path on the Bay Bridge
Express Bus Service Grant Program

- Expansion and enhancement of transit operations
- Express bus services
  - Dynamic message signage
  - Real-time information systems
  - Accessibility improvements

Livermore Amador Valley Transportation Authority (LAVTA)
Express Bus Operating Assistance

- Measure B supports the operation of LAVTA’s WHEELS Express Bus Service Routes:
  - Route 20X - Service between Pleasanton and Livermore
  - Route 70X - Service between Dublin and Walnut Creek
  - Route 12V - Service between Hacienda Road/I-580 and Airway Blvd/I-580
- Project increases transit connectivity to BART stations, transit centers, and local transit services
- Project expands and enhances express bus services countywide
Paratransit Gap Grant Programs

- Largest paratransit allocation of any Bay Area sales tax measure
- Funding supports approximately one million rides annually
- Supports the Wheelchair and Scooter Breakdown Transportation Service
- Supports the Hospital Discharge Service
- Supports Americans with Disabilities Act (ADA) paratransit programs and city based programs

City of Fremont Travel Training Program

- Individualized transportation planning assistance and community outreach
- Supports seniors and people with disabilities in the Cities of Newark, Union City, and Fremont
- Fosters independent transportation across Alameda County
Transit Center Development Grant Program

- Focus on residential and retail development near transit centers
- Mode shift away from cars to encourage walking, biking, and using public transportation
- Accessibility improvements

Measure B Local Streets and Roads Program (Local Transportation) Fund Balance

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>FY 11-12 Ending Balance</th>
<th>FY 12-13 Estimated Revenue</th>
<th>FY 12-12 Available Revenue</th>
<th>FY 12-13 Anticipated Expenditures</th>
<th>FY 12-13 Anticipated Ending Balance</th>
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<td>Alameda County</td>
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<td>City of Albany</td>
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<td>$368,779</td>
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<td>City of Berkeley</td>
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<td>City of Dublin</td>
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<td>City of Emeryville</td>
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<td>City of Fremont</td>
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<td>City of Hayward</td>
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<td>City of Newark</td>
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<td>$797,547</td>
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<td>City of Oakland</td>
<td>$7,159,967</td>
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<td>City of Pleasanton</td>
<td>$1,129,416</td>
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<td>City of Union City</td>
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<td>$50,341,077</td>
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</table>

From the ending balances of FY 11-12 to FY 12-13, the $9.7 million difference indicates an overall decline in fund balances.

Note: Anticipated expenditures based on implementation plans in the last year Compliance Reports. Will be confirming in the next Compliance Reports due in December 2013.
Future Tasks
Implement the Master Programs Fund Agreement Requirements, including

- Confirm Complete Streets Resolutions adopted
- Reserve Policy
  - FY 11/12 - Year 1 included identifying Reserve Projects and financial commitments
  - FY 12/13 - Year 2 of the policy implementation will include tracking identified projects and commitments
- Incorporate Measure B programs into the Strategic Planning and Programming Policy effort, including a Capital Improvement Program and Programs Investment Program
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Citizens Watchdog Committee Issue
Submitted by Jo Ann Lew, CWC Member, 12/16/13

The Measure B Expenditure Plan gives the agency the authority to bond. The Plan further states “the costs and risks associated with bonding will be presented in the Agency’s annual Strategic Plan, and will be subject to public comment before approving any bond sale.” (See page 25 of the blue book.)

The Agency’s 2012/2013 Strategic Plan stated a need for debt financing when cumulative project expenditures exceed cumulative project revenues (see pages 30-31). It further states the cost of bonding and financing shall be considered a program-wide cost and will be identified in the Measure B Capital Program as the first priority for repayment (see page C-6).

On July 8, 2013, the Programs & Projects Committee approved the “Authorization to Proceed to Initiate a FY 2013-14 Debt Issuance.” The “Alameda CTC Debt Policy” was also approved. Copies of both documents were provided to the CWC with the agenda package for its July 8, 2013, meeting.

Please respond to the following questions regarding Alameda CTC’s Debt Policy and intent to bond:

1) How will Measure B bond funds be accounted for and will the bond funds be segregated from Measure B sales tax and interest?

2) When was the public comment period for the FY 13/14 bonding item? How many comments were received from the public? What were the comments from the public?

3) When was the FY 13/14 Strategic Plan issued? Is a copy available on Alameda CTC’s website? Does the Plan contain the decision to proceed with bonding?

4) What are the benefits and risks of bond debts? How does the Alameda CTC intend to alleviate or mitigate risks?

5) What is the dollar limit on the outstanding debt?

6) What percentage of the total anticipated revenue from Measure B will come from the sale of bonds? What is the anticipated cost in dollars and/or percentage of revenue?
Response to Citizens Watchdog Committee Issues Form  
Submitted by Jo Ann Lew, CWC Member, 12/16/13

1) How will Measure B bond funds be accounted for and will the bond funds be segregated from Measure B sales tax and interest?

Bond proceeds will be deposited into a project account administered by a trustee (Union Bank). As invoices are received that we intend to pay for with bond proceeds, staff will complete a form (see attached), which will list the amount and purpose for each invoice, and submit is to the trustee to draw down the funds. Once the funds are received into the Alameda CTC account, we will pay the invoices from those funds. At closing of the bond, this same process will be followed for all bond issuance costs to be paid out of bond proceeds such as the fees for the financial advisor, underwriters and bond counsel and disclosure counsel.

2) When was the public comment period for the FY 13/14 bonding item? How many comments were received from the public? What were the comments from the public?

On July 25, 2013, a staff report was brought before the Commission for Authorization to Proceed to Initiate a FY2013-14 Debt Issuance. At that time the public had the opportunity to comment on the proposed issuance and any other items addressed in the staff report by submitting a comment card. No comments were received from the public.

3) When was the FY 13/14 Strategic Plan issued? Is a copy available on Alameda CTC’s website? Does the Plan contain the decision to proceed with bonding?

The FY2013-14 Measure B Capital Program Strategic Plan Allocation Plan Update and Assumptions were approved by the Commission in May 2013. This plan discusses the need for debt financing on the 2000 Measure B program, the process, the requirement for the bond issuance to be approved by the Commission through resolution and some of the parameters required by authorizing regulations related to the issuance of
bonds. The final document is expected to be posted on the Alameda CTC website by January 6, 2014.

4) What are the benefits and risks of bond debts? How does the Alameda CTC intend to alleviate or mitigate risks?

The benefits of issuing debt include allowing all of the projects authorized in the Transportation Expenditure Plan to move forward to be completed as opposed to putting them all on hold until enough sales tax funds are received to finish the projects, and it allows for project cost savings when projects are finished more timely.

A risk would be if there was not enough future sales tax revenues to pay back the debt service cost through the end of the measure. This risk is minimal for many reasons including: the end of the measure is in 2022 so the payback period is only 8 years, the coverage ratio of sales tax revenues to debt service costs is over 4 times (meaning based on FY2013 sales tax revenues with no growth projected, the amount of sales tax revenues was over 4 times that needed to fund debt service costs annually) and the Alameda CTC has reserves in other funds that could be utilized to cover debt service costs if the need ever arose.

In January, staff will again be going to the Commission for final approval on the bond issuance, its structure, the substantially final form of the bond and financing documents, and for authorization to execute the necessary documents. The structure of the bond is described in more detail there, but some of the factors in the structure that mitigate risk include a trustee intercept on the sales tax revenues to ensure debt service takes first priority for payment, deferred principal payments until 2017 which better conforms to cash flow needs, level debt service from 2017 -2022, final maturity by March 1, 2022 when the measure ends and Alameda CTC stops collecting sales tax revenues and a closed senior lien (meaning no additional senior lien debt is allowed by the Indenture).

5) What is the dollar limit on the outstanding debt?

The Commission has authorized up to $165 million in par value for the debt issuance.
6) What percentage of the total anticipated revenue from Measure B will come from the sale of bonds? What is the anticipated cost in dollars and/or percentage of revenue?

Assuming a 2% growth rate through the end of the measure, a debt issuance of $165 million would be about 7% of total anticipated Measure B sales tax revenue collections. We don’t have final numbers yet on the cost of issuing debt, however a strong estimate is expected to be finalized before issuing the January Commission report. Currently, it is expected that bond issuance costs will come in around $600,000 and be paid out of bond proceeds.
Exhibit C

[Form of Requisition – Series 2014 Project Fund]

REQUISITION NO. ___

Series 2014 Project Fund

The undersigned, _____________ hereby certifies as follows:

1. I am the _____________ of the Alameda County Transportation Commission, a joint exercise of powers authority and public entity organized under the laws of the State of California (the "Alameda CTC").

2. Pursuant to the provisions of that certain Indenture, dated as of February 1, 2014, as supplemented, including as supplemented by that certain First Supplemental Indenture, dated as of February 1, 2014 (hereinafter collectively referred to as the "Indenture"), between the Alameda CTC and Union Bank, N.A., as trustee (the "Trustee"), I am an Authorized Representative (as such term is defined in the Indenture) of the Alameda CTC and I am delivering this Requisition on behalf of the Alameda CTC.

3. The undersigned, acting on behalf of the Alameda CTC, does hereby request disbursement of funds from the Series 2014 Project Fund (the "Series 2014 Project Fund"), created pursuant to Section 14.06 of the Indenture, in connection with the payment of the costs of the Project (as such term is defined in the Indenture).

4. The undersigned, acting on behalf of the Alameda CTC, hereby certifies that: (a) the costs of the Project in the amount set forth herein have been incurred by the Alameda CTC and are presently due and payable; and (b) that each item is a proper charge against the Series 2014 Project Fund and has not been previously paid from the Series 2014 Project Fund.

5. The undersigned, acting on behalf of the Alameda CTC, hereby certifies that there has not been filed with or served upon the Alameda CTC notice of any lien, right to lien, or attachment upon, or claim affecting the right to receive payment of, any of the amounts payable to any of the parties identified on Schedule I to this Requisition, which has not been released or will not be released simultaneously with the payment of such obligation, other than materialmen's or mechanics' liens accruing by mere operation of law.

6. Payment should be made in accordance with the instructions set forth on Schedule I hereto.
Dated: ________________

ALAMEDA COUNTY TRANSPORTATION COMMISSION

By: __________________________

Authorized Representative
<table>
<thead>
<tr>
<th>Party to be Paid</th>
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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

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)
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Page 91
PROCESS: ________________________________________________________________

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PROTECTION ______________________________________________________________

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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.

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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 4, 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
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<td>I-580 Corridor High Occupancy Vehicle Lane Projects (PN 720.5/724.4/724.5): Monthly Progress Report</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.5</td>
<td>Congestion Management Program: Summary of the Alameda CTC’s Review and Comments on Environmental Documents and General Plan Amendments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6.6</td>
<td>Authorization for Alameda CTC Executive Director to Negotiate and Execute a Professional Services Contract for the Goods Movement Collaborative and Plan</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>6.7</td>
<td>Sustainable Communities Technical Assistance Program (SCTAP) List of Applications Received</td>
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<td></td>
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<td>6.8</td>
<td>2014 State Transportation Improvement Program (STIP): Final Measure B/Vehicle Registration Fee Compliance Reserve Policies</td>
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<td>6.9</td>
<td>Central County Same Day Transportation Programs</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>6.10</td>
<td>Webster Street SMART Corridor Project (PN 740.0): Amendment No. 4 to the Professional Services Agreement CMA A10-010 with Harris &amp; Associates Inc.</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>6.11</td>
<td>Guaranteed Ride Home Contract Extension and Augmentation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission Meeting Date</td>
<td>Item #</td>
<td>Item Description / Staff Recommendation</td>
<td>Ayes</td>
<td>Nay</td>
<td>Count</td>
</tr>
<tr>
<td>------------------------</td>
<td>-------</td>
<td>----------------------------------------</td>
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<tr>
<td></td>
<td>6.15</td>
<td>Various Projects: Amendments to Professional Services and Grant Agreements for Time Extensions</td>
<td>24</td>
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<td>6.16</td>
<td>Alameda CTC Contracting and Procurement Policies</td>
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<td>6.17</td>
<td>CalPERS Resolution to Allow Tax Deferred Deductions for Service Credit Purchases in the Pension Plan</td>
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<td></td>
<td>6.14</td>
<td>Dumbarton Corridor Improvements Project (PN 625.0): Nomination of tri-city candidate projects for RM2 allocation, program remaining Measure B, and commit to re-direct the future STIP funds to Planning Area 3 projects</td>
<td>24</td>
<td>0</td>
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<td></td>
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<td>Approval of the Final 2013 CMP</td>
<td>24</td>
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<td>8.3</td>
<td>Transportation Expenditure Plan Steering Committee Update</td>
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<td>Declaration of Official Intent to Reimburse Certain Measure B Expenditures from Proceeds of Indebtedness</td>
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December 5, 2013

<table>
<thead>
<tr>
<th>Item #</th>
<th>Item Description / Staff Recommendation</th>
<th>Ayes</th>
<th>Nay</th>
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<td>6.1</td>
<td>Approval of October 24, 2013 Minutes</td>
<td>26</td>
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<td>6.2</td>
<td>I-580 Express Lane Projects Workshop: Concept of Operations Review</td>
<td>24</td>
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<td>6.3</td>
<td>I-580 Corridor High Occupancy Vehicle Lane Projects (PN 720.5/724.4/724.5): Monthly Progress Report</td>
<td>24</td>
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<td>6.4</td>
<td>I-580 Express Lane Projects (PN 720.4/724.1): Monthly Progress Report</td>
<td>24</td>
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<td>6.5</td>
<td>Congestion Management Program: Summary of the Alameda CTC’s Review and Comments on Environmental Documents and General Plan Amendments</td>
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<td>Draft 2014 Alameda CTC Legislative Program</td>
<td>24</td>
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<td>Goods Movement Collaborative and Plan Update</td>
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<tr>
<td>6.8</td>
<td>Cap and Trade Principles and AB 32 Scoping Plan Update</td>
<td>24</td>
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<td>24-0</td>
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<tr>
<td>6.9</td>
<td>2014 Level of Service Monitoring Request for Proposal</td>
<td>24</td>
<td>0</td>
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<td>6.10</td>
<td>Safe Routes to Schools Annual Update</td>
<td>24</td>
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<td>6.11</td>
<td>I-580 Express Lanes Project (PN 720.4/724.1) Outreach and Education Plan: Issuance of Request for Proposals for Public Outreach and Education Services</td>
<td>24</td>
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<td>6.12</td>
<td>Report of Pavement Condition Of Bay Area Jurisdictions for 2012</td>
<td>24</td>
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<tr>
<td>6.13</td>
<td>Alameda CTC FY2013-14 First Quarter Investment Report</td>
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<tr>
<td>Commission Meeting Date</td>
<td>Item #</td>
<td>Item Description / Staff Recommendation</td>
<td>Ayes</td>
<td>Nay</td>
</tr>
<tr>
<td>-------------------------</td>
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<tr>
<td>6.15</td>
<td></td>
<td>Alameda CTC Contract Equity Annual Utilization Report for FY2012-13</td>
<td></td>
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<tr>
<td>6.16</td>
<td></td>
<td>Alameda CTC Staff Benefits for Calendar Year 2014 and Salaries for Fiscal Year 2014-2015</td>
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<tr>
<td>6.17</td>
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<td>Advisory Committee Appointments</td>
<td></td>
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<tr>
<td>9.1</td>
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<td>Revised State Transportation Improvement Program (STIP) Fund Estimate</td>
<td>26</td>
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<td>10.1</td>
<td></td>
<td>Alameda CTC Draft Audited Comprehensive Annual Financial Report and the ACTIA Limitations Worksheet for the Year Ended June 30, 2013</td>
<td>26</td>
<td>0</td>
</tr>
</tbody>
</table>
DATE: January 6, 2014

SUBJECT: Alameda CTC Contract Equity Annual Utilization Report for FY2012-13


Summary

This report provides an update on the utilization of Local Business Enterprise (LBE) / Small Local Business Enterprise (SLBE) participation on active Measure B funded contracts awarded and administered by the Commission and Sponsoring agencies, as well as Disadvantaged Business Enterprise (DBE) participation on active federally funded contracts awarded and administered by the Commission. Measure B funded contracts exempted from the LBCE Program were those that had additional state, regional, or non-local funds, or were less than $50,000 in contract value.

Local Business Contract Equity (LBCE) Program Summary

In the current reporting period there were a total of 34 active contracts with LBCE Program goals. Of these contracts, approximately 72% of payments ($5.1 million) went to administrative and engineering firms certified as LBE and 41% of payments ($2.9 million) went to administrative and engineering firms certified as SLBE. The LBCE Program goals of 70% for LBE and 30% for SLBE were exceeded. For the construction category, there was one active construction contract funded with local funds; however, the contract was awarded in 2011 with Good Faith Efforts (GFE) and no payments were anticipated to be made on this contract to LBE and/or SLBE certified firms. This information is shown in Tables 1 and 2.

Additional information collected for contracts with LBCE Program goals include:

- Very Small Local Business Enterprise (VSLBE) – 26% of payments ($1.8 million)
- Disadvantaged Business Enterprise (DBE) – 15% of payments ($1.1 million)
- Minority-Owned Business Enterprise (MBE) – 6% of payments ($0.4 million)
- Woman-Owned Business Enterprise (WBE) – 7% of payments ($0.5 million)
TABLE 1 – Contracts with LBCE Program Goals
Goals = 70% for LBE; 30% for SLBE

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Number of Contracts</th>
<th>Payments in FY2012-13 (July 1, 2012 through June 30, 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Payment Amount</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LBE %</td>
</tr>
<tr>
<td>Administrative</td>
<td>23</td>
<td>$2,346,513</td>
</tr>
<tr>
<td>Engineering</td>
<td>10</td>
<td>$4,647,838</td>
</tr>
<tr>
<td>Professional Services</td>
<td>33</td>
<td>$6,994,351</td>
</tr>
</tbody>
</table>

TABLE 2 – Contracts with LBCE Program Goals
Goals = 60% for LBE; Contract Specific for SLBE

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Number of Contracts</th>
<th>Payments in FY2012-13 (July 1, 2012 through June 30, 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Payment Amount</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LBE %</td>
</tr>
<tr>
<td>Construction1,2</td>
<td>1</td>
<td>$58,220</td>
</tr>
<tr>
<td>Construction</td>
<td>1</td>
<td>$58,220</td>
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</tbody>
</table>

There were 18 active contracts exempt from LBCE Program goals in this reporting period, of which half were in the administrative and engineering services categories and the other half were in the construction category. Approximately, 95% of payments ($5.6 million) were made to Caltrans for project engineering and construction phase activities. For contracts exempt from LBCE Program goals, in aggregate, approximately 3% of payments ($0.2 million) went to LBE certified firms. No payments were made to SLBE, VSLBE, DBE, MBE, or WBE certified firms in this reporting period.

TABLE 3 – Contracts Exempt from LBCE Program Goals

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Number of Contracts</th>
<th>Payments in FY2012-13 (July 1, 2012 through June 30, 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Payment Amount</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LBE %</td>
</tr>
<tr>
<td>Administrative</td>
<td>7</td>
<td>$295,845</td>
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<tr>
<td>Engineering</td>
<td>2</td>
<td>$4,029</td>
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<tr>
<td>Construction</td>
<td>9</td>
<td>$5,566,399</td>
</tr>
<tr>
<td>All Industries</td>
<td>18</td>
<td>$5,866,272</td>
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</table>
Disadvantaged Business Enterprise (DBE) Program Goals Summary

There were 31 active federally funded contracts with DBE Program contract specific goals in this reporting period. Of these contracts, approximately 10% of payments ($1.8 million) went to administrative and engineering firms certified as DBE and 50% of payments ($0.1 million) went to contractors certified as DBE. In aggregate, a total of 11% of payments went to DBE certified firms.

Additional information collected for federally funded contracts with DBE Program goals include:

- Local Business Enterprise (LBE) – 44% of payments ($7.9 million)
- Small Local Business Enterprise (SLBE) – 9% of payments ($1.6 million)
- Very Small Local Business Enterprise (VSLBE) – 7% of payments ($1.2 million)
- Minority-Owned Business Enterprise (MBE) – 8% of payments ($1.4 million)
- Woman-Owned Business Enterprise (WBE) – 1% of payments ($0.2 million)

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Number of Contracts</th>
<th>Payments in FY2012-13 (July 1, 2012 through June 30, 2013)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Payment Amount</td>
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<tr>
<td>Administrative</td>
<td>12</td>
<td>$6,831,964</td>
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<tr>
<td>Engineering</td>
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<td>$11,004,010</td>
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<tr>
<td>Construction</td>
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<td>$249,001</td>
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<tr>
<td>All Industries</td>
<td>31</td>
<td>$18,084,975</td>
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</table>

Contract Award Summary

The Alameda CTC awarded a total of 31 contracts in the administrative, engineering, construction categories and 47 sponsoring agency agreements in this reporting period, for a combined total of over $39.8 million. Of the administrative, engineering, construction contracts, approximately $8.4 million (or 42% of the total) came from local sources and these funds were able to leverage an additional $11.4 million from federal and/or state sources. Contracts to Alameda County businesses and sponsoring agencies accounted for roughly 89% ($35.6 million) of the total funds.
### TABLE 5 – Contracts Awarded in FY2012-13

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Type of Funding</th>
<th>Number of Contracts</th>
<th>Total Contract Amount</th>
<th>Amount Awarded to Alameda County Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative/ Engineering</td>
<td>State / Federal</td>
<td>6</td>
<td>$15,035,868</td>
<td>$12,912,600</td>
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<tr>
<td></td>
<td>Local</td>
<td>23</td>
<td>$2,604,128</td>
<td>$1,295,304</td>
</tr>
<tr>
<td>Construction</td>
<td>State / Federal</td>
<td>2</td>
<td>$2,211,952</td>
<td>$1,561,354</td>
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<tr>
<td></td>
<td>Local</td>
<td>0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Sponsoring Agencies</td>
<td>Local</td>
<td>47</td>
<td>$19,992,848</td>
<td>$19,817,848</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td>78</td>
<td><strong>$39,844,796</strong></td>
<td><strong>$35,587,106</strong></td>
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</table>

**Background**

In 1989, a contract equity program for the procurement of professional services was established which set goals of 70% for LBE, 25% for MBE, and 5% for WBE.

In 1995, a program for construction contracts that set overall participation goals of 60% for LBE, 33% for MBE, and 9% for WBE was approved. Those goals were based on a disparity study in addition to extensive public input from both the prime and minority contracting communities. Specific goals were set for each construction contract, based on biddable items and the availability of LBE/MBE/WBE firms.

As a result of the passage of Proposition 209 in 1996, and the United States Department of Transportation’s issuance of the final ruling on the Disadvantaged Business Enterprise program in 2000, the MBE/WBE program and goal requirements were suspended. In lieu of the suspended MBE/WBE program, two new programs were adopted: the LBE/SLBE Program for contracts funded with local dollars and the DBE program for contracts funded with federal dollars. In January 2008, a Revised LBE/SLBE Program was adopted and renamed as the Local Business Contract Equity Program.

Revisions to the LBCE Program were aimed at increasing SLBE participation in all areas of the Agency contracting opportunities, particularly in construction contracting. The revised program became effective for eligible Agency-led contracts as of February 2008 and for all eligible Sponsor-led projects awarded after July 2008.

Utilization of local dollars is determined annually by collecting and analyzing financial data relative to the amounts awarded and paid to LBE, SLBE, VSLBE, DBE, MBE, and WBE prime and subcontractors in three contract categories:
• Administrative Services – many of the contracts in this group are annually renewed, administrative and professional services contracts to assist in the administration of the Alameda CTC’s Projects and Programs. These services include, but are not limited to, contract equity program support, general counsel, federal and state legislative advocacy, auditors, financial advisors, information technology and computer services, and project management and program support teams.
• Engineering Services – contracts in this group are primarily engineering services contracts to assist the Alameda CTC in the development and delivery of its capital program.
• Construction – contracts in this group are specific to construction contracts awarded to builders of transportation facilities such as roadway and transit improvements.

Key information monitored and reported includes LBE, SLBE, VSLBE, DBE, MBE, and WBE utilization on all active contracts as of June 30, 2013.

**Reporting Process**

Data collection on all active and open contracts began on July 1, 2012, by surveying prime contractors and subcontractors for verification of payment amounts and other invoice details. For the current reporting period, 170 payment verification survey forms were sent to prime and subcontractors. Approximately 37% of the prime and subcontractors responded during the allotted time.

Staff utilized the same method of reporting from the last reporting period of January through June 2012, which included an automated summary report of processed payments by vendor and an automated utilization report generated from an in-house database (see Attachment A – Contract Equity Utilization Report).

Regarding billing and timely receipt of payments, approximately 95% of the respondents indicated that they had not experienced any billing-related issues and 92% of the respondents indicated they had received timely payments from the project sponsors and/or prime contractors. All of the billing and payment-related issues reported to the Alameda CTC have been resolved by the Contract Equity consultant, L. Luster & Associates, Inc., prior to the development of this report.

The participation, data, and statistics, which serve as a basis for this report, have been independently reviewed and verified by L. Luster & Associates, Inc. As stated in the attached letter from L. Luster and Associates, Inc. (see Attachment C – Letter of Independent Review of Alameda CTC’s Contract Equity Annual Utilization Report for the Period of July 1, 2012 through June 30, 2013), this report was found to be materially accurate and complete.

**Certification Update**

**TABLE 6 – Certified Firms by Contract Types**
<table>
<thead>
<tr>
<th>Contract Type</th>
<th>LBE</th>
<th>SLBE</th>
<th>VSLBE</th>
<th># of Firms Certified this Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative/Engineering</td>
<td>36</td>
<td>20</td>
<td>61</td>
<td>117</td>
</tr>
<tr>
<td>Commodities/Vendors</td>
<td>7</td>
<td>4</td>
<td>7</td>
<td>18</td>
</tr>
<tr>
<td>Construction</td>
<td>11</td>
<td>10</td>
<td>17</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>54</strong></td>
<td><strong>34</strong></td>
<td><strong>85</strong></td>
<td><strong>173</strong></td>
</tr>
</tbody>
</table>

**Fiscal Impact:** There is no fiscal impact.

**Attachments**

A. Contract Equity Utilization Report
B. Local Business Contract Equity Program Goals Attainment Summary – FY2008-09 to FY2012-13

**Staff Contact**

[Patricia Reavey](mailto:patricia.reavey@alameda.ctc.ca.us), Director of Finance
[Seung Cho](mailto:seung.cho@alameda.ctc.ca.us), Contracting, Administration, and Fiscal Resource Manager
## Contract Equity Utilization Report

<table>
<thead>
<tr>
<th>Contract</th>
<th>Requirements Utilization</th>
<th>LBE</th>
<th>SLBE</th>
<th>VSLBE</th>
<th>DBE</th>
<th>MBE</th>
<th>WBE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nelson/Nygaard</td>
<td>$983,884.00</td>
<td>$980,744.31</td>
<td>$28,142.06</td>
<td>96.71%</td>
<td>8.00%</td>
<td>8.00%</td>
<td>11.28%</td>
</tr>
<tr>
<td>Hatch Mott MacDonald</td>
<td>$1,025,500.00</td>
<td>$1,019,355.34</td>
<td>$423,336.11</td>
<td>98.32%</td>
<td>4.28%</td>
<td>4.28%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Goltsman, Inc.</td>
<td>$561,180.00</td>
<td>$411,556.16</td>
<td>$346,062.12</td>
<td>100.00%</td>
<td>22.08%</td>
<td>22.08%</td>
<td>15.38%</td>
</tr>
<tr>
<td>ASSET MANAGEMENT</td>
<td>$85,000.00</td>
<td>$54,534.00</td>
<td>$51,457.00</td>
<td>100.00%</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Acumen Enterprise, Inc.</td>
<td>$830,690.00</td>
<td>$790,977.83</td>
<td>$73,026.05</td>
<td>100.00%</td>
<td>100.00%</td>
<td>4.07%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Iacofano Associates</td>
<td>$63,240.00</td>
<td>$63,240.00</td>
<td>$1,105.46</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>Insurance Services</td>
<td>$229,255.04</td>
<td>$229,255.04</td>
<td>$229,255.04</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>St. Koff and Associates</td>
<td>$32,295.10</td>
<td>$32,295.10</td>
<td>$5,696.60</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Goal Requirements for DBE (Contract Specific):**

- Nelson/Nygaard: 980,744.31 MBE
- Hatch Mott MacDonald: 1,019,355.34 SLBE
- Goltsman, Inc.: 411,556.16 SLBE
- ASSET MANAGEMENT: 54,534.00 MBE
- Acumen Enterprise, Inc.: 790,977.83 VSLBE
- Iacofano Associates: 63,240.00 MBE
- Insurance Services: 229,255.04 WBE
- St. Koff and Associates: 32,295.10 WBE

**Total Payment Date:**

- Nelson/Nygaard: 11/25/2021
- Hatch Mott MacDonald: 11/8/2021
- Goltsman, Inc.: 5/14/2021
- ASSET MANAGEMENT: 3/9/2021
- Acumen Enterprise, Inc.: 12/24/2020
- Iacofano Associates: 3/1/2021
- Insurance Services: 1/1/2021
- St. Koff and Associates: 12/1/2020

**Cumulative Payment Periods:**

- Nelson/Nygaard: 3/1/2021 - 11/25/2021
- Hatch Mott MacDonald: 3/1/2021 - 11/8/2021
- Goltsman, Inc.: 3/1/2021 - 3/14/2021
- ASSET MANAGEMENT: 3/1/2021 - 3/9/2021
- Acumen Enterprise, Inc.: 3/1/2021 - 12/24/2020
- Iacofano Associates: 3/1/2021 - 3/1/2021
- Insurance Services: 3/1/2021 - 1/1/2021
- St. Koff and Associates: 3/1/2021 - 12/1/2020

**Goal Achievement Indicators:**

- Nelson/Nygaard: 98.65% SLBE
- Hatch Mott MacDonald: 98.91% SLBE
- Goltsman, Inc.: 100.00% SLBE
- ASSET MANAGEMENT: 100.00% SLBE
- Acumen Enterprise, Inc.: 100.00% SLBE
- Iacofano Associates: 100.00% SLBE
- Insurance Services: 100.00% SLBE
- St. Koff and Associates: 100.00% SLBE

**Summary of Contracts for DBE Utilization:**

- Nelson/Nygaard: 11/25/2021
- Hatch Mott MacDonald: 11/8/2021
- Goltsman, Inc.: 5/14/2021
- ASSET MANAGEMENT: 3/9/2021
- Acumen Enterprise, Inc.: 12/24/2020
- Iacofano Associates: 3/1/2021
- Insurance Services: 1/1/2021
- St. Koff and Associates: 12/1/2020

**Exempt from Goal Requirements:**

- Nelson/Nygaard: 11/25/2021
- Hatch Mott MacDonald: 11/8/2021
- Goltsman, Inc.: 5/14/2021
- ASSET MANAGEMENT: 3/9/2021
- Acumen Enterprise, Inc.: 12/24/2020
- Iacofano Associates: 3/1/2021
- Insurance Services: 1/1/2021
- St. Koff and Associates: 12/1/2020

**Contract Exemption Indicators:**

- Nelson/Nygaard: 98.65% SLBE
- Hatch Mott MacDonald: 98.91% SLBE
- Goltsman, Inc.: 100.00% SLBE
- ASSET MANAGEMENT: 100.00% SLBE
- Acumen Enterprise, Inc.: 100.00% SLBE
- Iacofano Associates: 100.00% SLBE
- Insurance Services: 100.00% SLBE
- St. Koff and Associates: 100.00% SLBE

**Total Payment to Date:**

- Nelson/Nygaard: 11/25/2021
- Hatch Mott MacDonald: 11/8/2021
- Goltsman, Inc.: 5/14/2021
- ASSET MANAGEMENT: 3/9/2021
- Acumen Enterprise, Inc.: 12/24/2020
- Iacofano Associates: 3/1/2021
- Insurance Services: 1/1/2021
- St. Koff and Associates: 12/1/2020

**Goal Exemption Indicators:**

- Nelson/Nygaard: 98.65% SLBE
- Hatch Mott MacDonald: 98.91% SLBE
- Goltsman, Inc.: 100.00% SLBE
- ASSET MANAGEMENT: 100.00% SLBE
- Acumen Enterprise, Inc.: 100.00% SLBE
- Iacofano Associates: 100.00% SLBE
- Insurance Services: 100.00% SLBE
- St. Koff and Associates: 100.00% SLBE
<table>
<thead>
<tr>
<th>Contract Amount</th>
<th>Total Payment</th>
<th>Payment Current Period</th>
<th>Goal Attainment Cumulative</th>
<th>Goal Attainment With and without Goal Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>$23,972,904.11</td>
<td>$38,880,383.89</td>
<td>68.38%</td>
<td>7.17%</td>
<td>23.05%</td>
</tr>
<tr>
<td>$23,972,904.11</td>
<td>$38,880,383.89</td>
<td>68.38%</td>
<td>7.17%</td>
<td>23.05%</td>
</tr>
<tr>
<td>$23,972,904.11</td>
<td>$38,880,383.89</td>
<td>68.38%</td>
<td>7.17%</td>
<td>23.05%</td>
</tr>
<tr>
<td>$23,972,904.11</td>
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<td>7.17%</td>
<td>23.05%</td>
</tr>
<tr>
<td>$23,972,904.11</td>
<td>$38,880,383.89</td>
<td>68.38%</td>
<td>7.17%</td>
<td>23.05%</td>
</tr>
</tbody>
</table>
### Contract Type: CC (Construction Contract)

#### Goal Requirements for DBE (Contract Specific)

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Company Name</th>
<th>Bill Amount</th>
<th>DBE %</th>
<th>VSLBE %</th>
<th>SLBE %</th>
<th>MBE %</th>
<th>WBE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A11-0030</td>
<td>Bortolussi &amp; Waktin, Inc.</td>
<td>$222,417.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A11-0062</td>
<td>Amland Corp.</td>
<td>$650,598.46</td>
<td>0.00%</td>
<td>0.00%</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Summary for CC (Construction Contract) with Goal Requirements of 60% for LBE and Contract Specific for SLBE**

- Total Bill Amount: $873,015.46
- Total Payment: $573,248.16
- Cumulative Payment: $249,000.66

### Contract Type: Coop (Cooperative Agreement)

#### Goal Requirements for DBE (Contract Specific)

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Company Name</th>
<th>Bill Amount</th>
<th>DBE %</th>
<th>VSLBE %</th>
<th>SLBE %</th>
<th>MBE %</th>
<th>WBE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-2075</td>
<td>Caltrans</td>
<td>$16,412,000.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>4-2078</td>
<td>Caltrans</td>
<td>$74,266,583.31</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>4-2440</td>
<td>Caltrans</td>
<td>$9,840,000.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>4-2445</td>
<td>Caltrans</td>
<td>$920,000.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Summary for Coop (Cooperative Agreement) with Exempt from Goal Requirements**

- Total Bill Amount: $129,982,583.31
- Total Payment: $107,670,135.77
- Cumulative Payment: $5,566,398.55

### Contract Type: LA (Letter Agreement)

#### Goal Requirements for DBE (Contract Specific)

<table>
<thead>
<tr>
<th>Contract #</th>
<th>Company Name</th>
<th>Bill Amount</th>
<th>DBE %</th>
<th>VSLBE %</th>
<th>SLBE %</th>
<th>MBE %</th>
<th>WBE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>A06-0041</td>
<td>Transportation Commission</td>
<td>$15,000.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>L12-0004</td>
<td>Metropolitan Transportation Commission</td>
<td>$55,500.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>L12-0006</td>
<td>Metropolitan Transportation Commission</td>
<td>$147,000.00</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

**Summary for LA (Letter Agreement) with Exempt from Goal Requirements**

- Total Bill Amount: $182,750.00
- Total Payment: $132,939.65
- Cumulative Payment: $29,810.35
<table>
<thead>
<tr>
<th>Contract Number/Company Name</th>
<th>Contract Amount</th>
<th>Goal</th>
<th>Attainment Cummulative</th>
<th>Reporting Period Start Date:</th>
<th>Reporting Period End Date:</th>
</tr>
</thead>
<tbody>
<tr>
<td>10R390000 - California Highway Patrol</td>
<td>$825,000.00</td>
<td>$412,103.41</td>
<td>$161,984.81</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>10R390000 - Los Angeles County</td>
<td>$350,000.00</td>
<td>$179,871.54</td>
<td>$86,630.48</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A10 - 0027 - BART</td>
<td>$123,226,000.00</td>
<td>$11,007,546.62</td>
<td>$0.00</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A09 - 0013 - BART</td>
<td>$62,009,000.00</td>
<td>$52,496,061.69</td>
<td>$4,871,014.25</td>
<td>5.55%</td>
<td>1.60%</td>
</tr>
<tr>
<td>A07 - 0012 - San Leandro</td>
<td>$306,000.00</td>
<td>$241,530.52</td>
<td>$174,129.02</td>
<td>5.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A08 - 0045 - Livermore</td>
<td>$13,050,000.00</td>
<td>$12,722,991.70</td>
<td>$3,026,606.55</td>
<td>25.57%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A07 - 0063 - City of Hayward</td>
<td>$600,000.00</td>
<td>$600,000.00</td>
<td>$184,502.69</td>
<td>78.94%</td>
<td>16.48%</td>
</tr>
<tr>
<td>A07 - 0058 - Livermore</td>
<td>$6,913,000.00</td>
<td>$4,534,247.22</td>
<td>$2,960,474.31</td>
<td>1.04%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A06 - 0046 - San Mateo County Transportation Authority</td>
<td>$2,000,000.00</td>
<td>$1,065,063.54</td>
<td>$164,600.35</td>
<td>14.03%</td>
<td>0.00%</td>
</tr>
<tr>
<td>A06 - 0022 - Alameda County</td>
<td>$6,848,286.00</td>
<td>$6,506,596.34</td>
<td>$878,153.76</td>
<td>100.00%</td>
<td>31.42%</td>
</tr>
<tr>
<td>A05 - 0005 - AC Transit District</td>
<td>$11,509,964.00</td>
<td>$6,943,452.12</td>
<td>$706,015.55</td>
<td>25.57%</td>
<td>0.08%</td>
</tr>
<tr>
<td>A07 - 0053 - Livermore</td>
<td>$180,000.00</td>
<td>$105,000.00</td>
<td>$26,789.08</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Summary for All Contracts with and without Goal Requirements

<table>
<thead>
<tr>
<th>Contract Type: Others</th>
<th>Exempt from Goal Requirements</th>
<th>Others with Exempt from Goal Requirements</th>
<th>Others with and without Goal Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$642,636,997.60</td>
<td>$443,500,830.70</td>
<td>$106,080,556.06</td>
</tr>
<tr>
<td>Goal</td>
<td>41.22%</td>
<td>18.82%</td>
<td>12.18%</td>
</tr>
<tr>
<td>Attainment Cummulative</td>
<td>11.40%</td>
<td>6.51%</td>
<td>4.73%</td>
</tr>
</tbody>
</table>
## Local Business Contract Equity Program Goals Attainment Summary for Contracts with LBCE Program Goals

**FY2008-09 to FY2012-13**

<table>
<thead>
<tr>
<th>Contract Type</th>
<th>Reporting Period</th>
<th>Number of Contracts</th>
<th>Total $</th>
<th>LBE $</th>
<th>LBE %</th>
<th>SLBE $</th>
<th>SLBE %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>FY 2008/09</td>
<td>50</td>
<td>$4,205,057</td>
<td>$3,388,183</td>
<td>81%</td>
<td>$2,535,131</td>
<td>60%</td>
</tr>
<tr>
<td></td>
<td>FY 2009/10</td>
<td>48</td>
<td>$4,159,357</td>
<td>$3,723,508</td>
<td>90%</td>
<td>$2,981,064</td>
<td>72%</td>
</tr>
<tr>
<td></td>
<td>FY 2010/11</td>
<td>49</td>
<td>$4,279,167</td>
<td>$3,626,122</td>
<td>85%</td>
<td>$2,840,179</td>
<td>66%</td>
</tr>
<tr>
<td></td>
<td>FY 2011/12</td>
<td>29</td>
<td>$1,492,997</td>
<td>$1,167,795</td>
<td>78%</td>
<td>$743,826</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td>FY 2012/13</td>
<td>23</td>
<td>$2,346,513</td>
<td>$1,687,847</td>
<td>72%</td>
<td>$1,310,762</td>
<td>56%</td>
</tr>
<tr>
<td>Total for Administrative Contracts</td>
<td></td>
<td>199</td>
<td>$16,483,091</td>
<td>$13,593,453</td>
<td>82%</td>
<td>$10,410,962</td>
<td>63%</td>
</tr>
<tr>
<td>Engineering</td>
<td>FY 2008/09</td>
<td>34</td>
<td>$10,466,870</td>
<td>$9,566,656</td>
<td>91%</td>
<td>$3,996,464</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td>FY 2009/10</td>
<td>26</td>
<td>$10,401,749</td>
<td>$9,670,210</td>
<td>93%</td>
<td>$4,794,776</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>FY 2010/11</td>
<td>31</td>
<td>$9,086,170</td>
<td>$8,222,340</td>
<td>90%</td>
<td>$2,770,903</td>
<td>30%</td>
</tr>
<tr>
<td></td>
<td>FY 2011/12</td>
<td>26</td>
<td>$4,045,451</td>
<td>$2,978,356</td>
<td>74%</td>
<td>$1,396,032</td>
<td>35%</td>
</tr>
<tr>
<td></td>
<td>FY 2012/13</td>
<td>10</td>
<td>$4,647,838</td>
<td>$3,364,570</td>
<td>72%</td>
<td>$1,564,462</td>
<td>34%</td>
</tr>
<tr>
<td>Total for Engineering Contracts</td>
<td></td>
<td>127</td>
<td>$38,648,078</td>
<td>$33,802,132</td>
<td>87%</td>
<td>$14,522,637</td>
<td>36%</td>
</tr>
<tr>
<td>Construction</td>
<td>FY 2008/09</td>
<td>7</td>
<td>$479,672</td>
<td>$414,388</td>
<td>86%</td>
<td>$278,066</td>
<td>58%</td>
</tr>
<tr>
<td></td>
<td>FY 2009/10</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>FY 2010/11</td>
<td>0</td>
<td>-</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>FY 2011/12</td>
<td>2</td>
<td>$43,173</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>FY 2012/13</td>
<td>1</td>
<td>$58,220</td>
<td>-</td>
<td>0%</td>
<td>-</td>
<td>0%</td>
</tr>
<tr>
<td>Total for Construction Contracts</td>
<td></td>
<td>10</td>
<td>$581,065</td>
<td>$414,388</td>
<td>71%</td>
<td>$278,066</td>
<td>48%</td>
</tr>
<tr>
<td>Grand Total (All Contracts)</td>
<td></td>
<td>336</td>
<td>$55,712,234</td>
<td>$47,809,974</td>
<td>86%</td>
<td>$25,211,665</td>
<td>45%</td>
</tr>
</tbody>
</table>
This page intentionally left blank
To: Seung Cho, Contracting, Administration, and Fiscal Resource Manager, Alameda CTC

From: Joan Fisher, L. Luster & Associates

CC: Patricia Reavey, Director of Finance, Alameda CTC
Dr. Laura Luster, L. Luster & Associates

Date: October 23, 2013


L. Luster & Associates (LLA) has reviewed Alameda CTC payment and vendor data provided by Alameda CTC staff for the period July 1, 2012 through June 30, 2013.

LLA conducted a review of physical contract/agreement files, payment invoices, and responses to vendor questionnaires providing quality control and data integrity for all payments made to vendors on contracts with Local Business Contract Equity goals within the above referenced period.

LLA met with staff and presented its findings. Staff satisfactorily responded to all issues identified and presented.

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