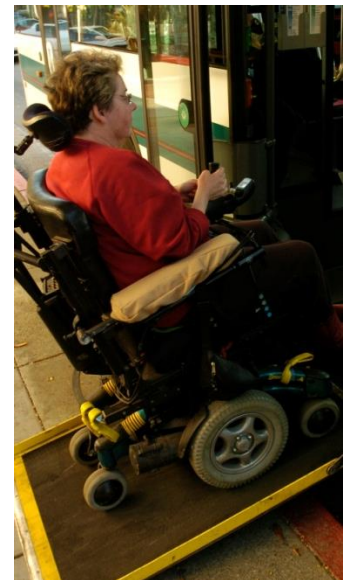


FISCAL YEAR 2014-2015

Draft Overall Work Program



Alameda County Transportation Commission
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Alameda County Transportation Commission Overall Work Program for Fiscal Year 2014-2015

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Section 1. Introduction and Purpose

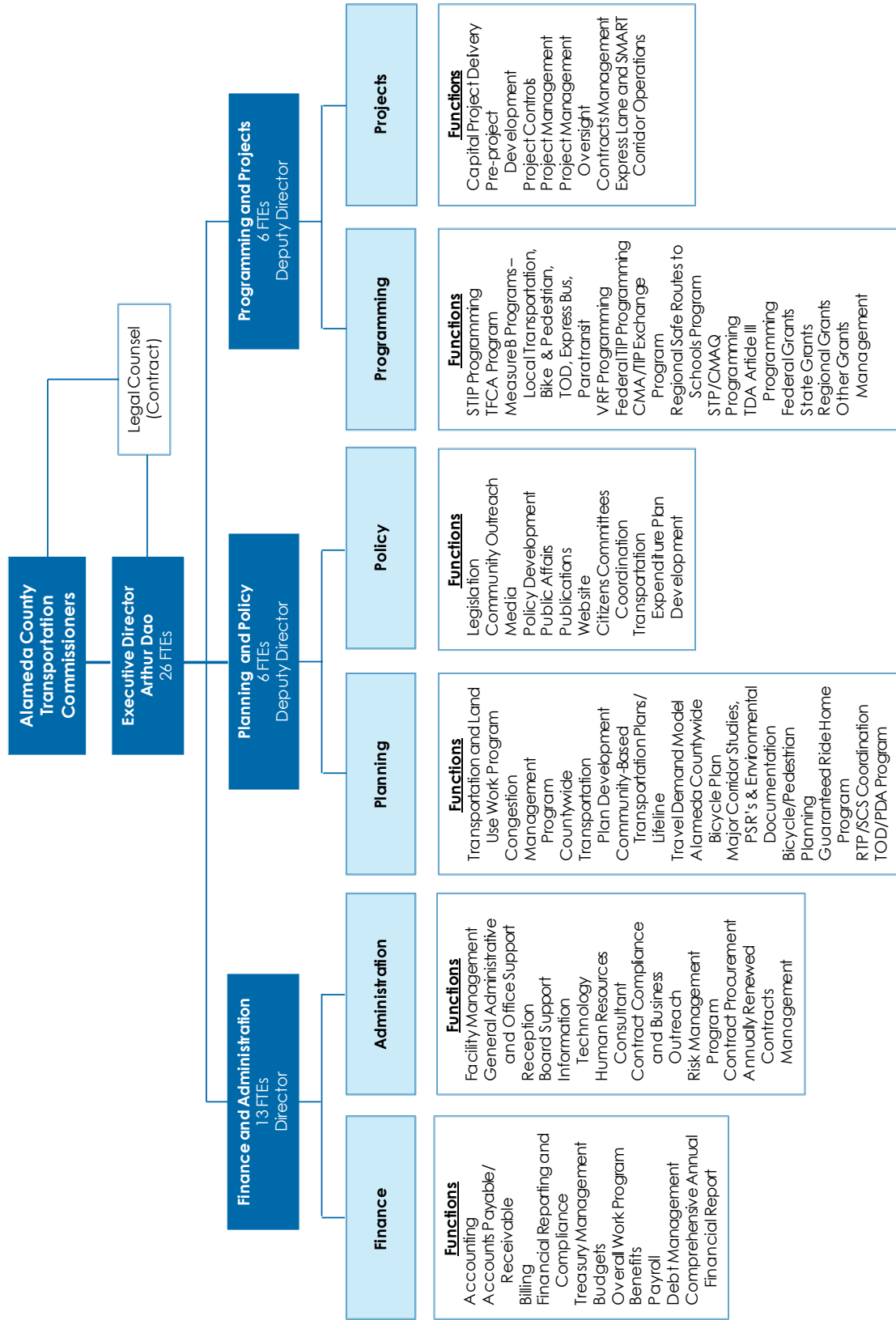
- A. **Alameda CTC:** The Alameda County Transportation Commission (Alameda CTC) manages the county's voter-mandated transportation expenditure plans and serves as the county's congestion management agency. Members of the Alameda CTC include Alameda County, the 14 cities in Alameda County, Alameda-Contra Costa Transit (AC Transit) and the San Francisco Bay Area Rapid Transit (BART) District. On average, Alameda CTC delivers \$160 million each year in transportation improvements through transportation planning and programming; program and project delivery; and legislation and policies to support congestion relief, mobility and accessibility by carrying on the efforts of the three former agencies, Alameda County Congestion Management Agency (ACCMA), Alameda County Transportation Improvement Authority (ACTIA) and Alameda County Transportation Authority (ACTA):
1. **ACCMA:** As the congestion management agency (CMA) for Alameda County, the ACCMA was originally tasked with coordinating land use, air quality and transportation planning, and programming transportation funds from a variety of sources. The CMA's duties also included preparation of a Congestion Management Program and a Countywide Transportation Plan.
 2. **ACTIA:** As the manager of Alameda County's current transportation sales tax funds, Measure B, ACTIA was responsible for implementing the Measure B programs and capital projects in Alameda County, as approved by voters in 2000. The sales tax authorized by the 2000 Measure B will be in effect for 20 years; sales tax collection began on April 1, 2002 and will extend through March 31, 2022.
 3. **ACTA:** As the manager of Alameda County's transportation sales tax funds accumulated from the prior Measure B, which expired in 2002, ACTA was responsible for implementing the initial Measure B programs and capital projects in Alameda County, as approved by voters in 1986. This sales tax measure was effective for 15 years. Sales tax collections began on April 1, 1987 and expired on March 31, 2002.
- B. **Mission:** Alameda CTC's mission is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.
- C. **Purpose:** The fiscal year 2014-2015 (FY2014-15) Overall Work Program guides the agency's efforts which the following teams will implement:
1. Planning and Policy
 2. Programming and Programs
 3. Capital Projects
 4. Operations
 5. Finance and Administration

- D. **Organizational chart:** Alameda CTC's functional organization chart is updated on an annual basis or as needed due to staffing changes (refer to Figure 1 on the next page).
- E. **Commission and Committees:** Alameda CTC is governed by a 22-member Commission whose primary goal is to oversee the planning and funding of transportation investments throughout Alameda County. The Commission is composed of all five Alameda County Supervisors, two Oakland representatives, one representative from each of the other 13 cities in Alameda County, one AC Transit representative and one BART representative. Alameda CTC's Administrative Code guides the Commission's administrative actions and prescribes the powers and duties of Alameda CTC officers.

The Commission has four standing committees, one technical advisory committee and three community advisory committees.

1. **Finance and Administration Committee (FAC):** FAC members must be Commission members and are appointed by the Commission chair. The FAC's functions and authority include agency operations and performance; human resources and personnel policies and procedures; administrative code; salaries and benefits; procurement policies and procedures; procurement of administrative contracts; contract preference programs for entities such as local business enterprises, small business enterprises and disabled business enterprises; bid protests and complaints related to administrative contract procurement; annual budget and financial reports; investment policy and reports; audit reports, financial reporting, internal controls and risk management; and the annual work program.
2. **Planning, Policy and Legislation Committee (PPLC):** PPLC members must be Commission members and are appointed by the Commission chair. The PPLC's functions and authority include the Congestion Management Program; Countywide Transportation Plan; federal, state, regional and local transportation and land-use planning policies and studies; amendments to the 1986 Measure B Transportation Expenditure Plan and the 2000 Measure B Transportation Expenditure Plan; new transportation expenditure plans; amendments to the Vehicle Registration Fee (VRF) Expenditure Plan; transit oriented development and priority development area projects and programs; the annual legislative program; state and federal legislative matters; general and targeted outreach programs; and advisory committee performance and effectiveness.

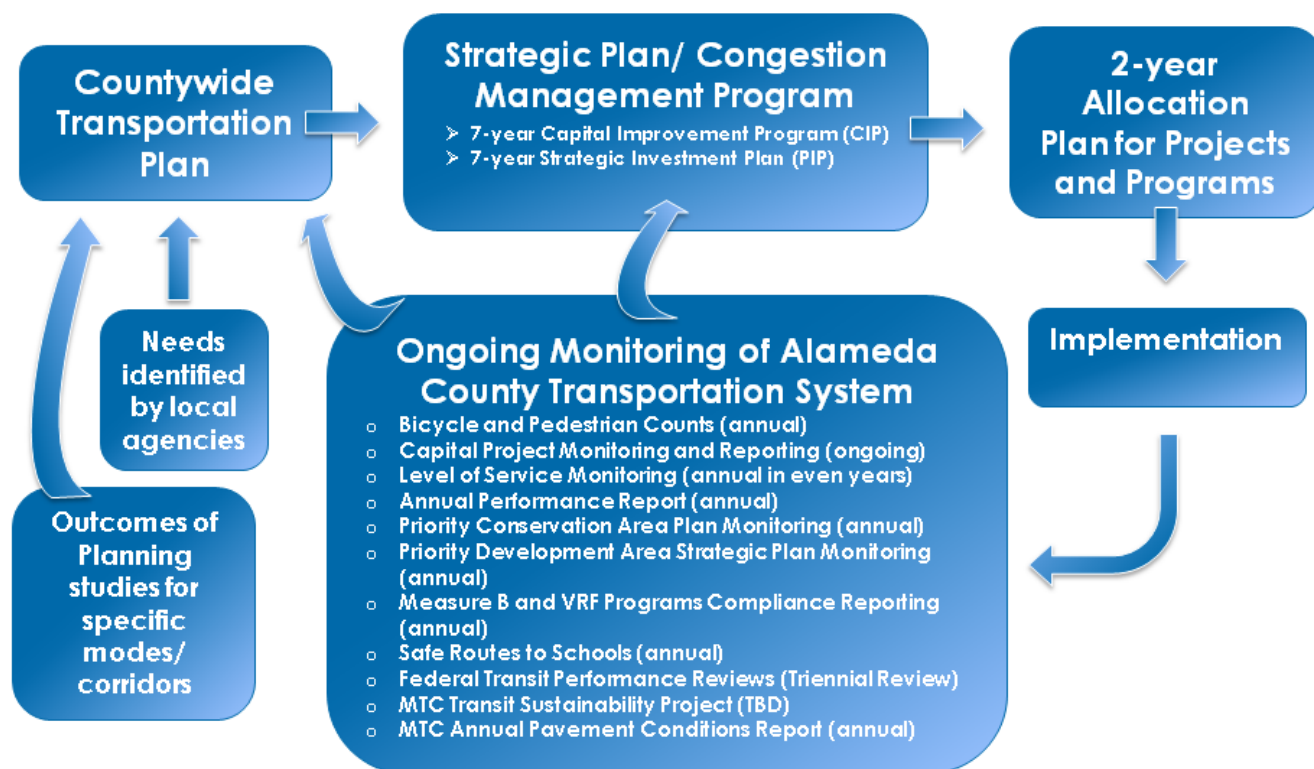
Figure 1: Alameda CTC Functional Organizational Chart (April 2014)



3. **Programs and Projects Committee (PPC):** PPC members must be Commission members and are appointed by the Commission chair. The PPC's functions and authority include local, state and CMA Transportation Improvement Program (TIP), Transportation Fund for Clean Air (TFCA), VRF programs and Expenditure Plan programs and projects; local, state and federally funded projects and funding programs; the annual strategic plan for programs and projects; funding requests from project sponsors and other eligible recipients; paratransit services programs and projects; bicycle and pedestrian programs and projects; funding allocations to various transportation programs and projects; eminent domain proceedings; environmental evaluations; contract procurement; good-faith efforts policies and procedures; and bid protests and complaints regarding engineering and construction contract procurement.
4. **I-580 Express Lanes Policy Committee (I-580 PC):** The I-580 PC's functions and authority are policy, management and operations of the I-580 Express Lanes in the Tri-Valley. The I-580 PC considers and recommends policies to the Commission for delivery and operation of the I-580 Express Lane facility on a regular basis and coordinates policies with the Metropolitan Transportation Commission (MTC) in relation to its Bay Area Express Lane network policies. The I-580 PC consists of the Commission chair and one representative from each of the following jurisdictions: Alameda County and the cities of Dublin, Livermore and Pleasanton.
5. **Alameda County Technical Advisory Committee (ACTAC):** The Alameda CTC executive director chairs the ACTAC, the technical advisory committee to Alameda CTC. Members provide technical expertise, analysis and recommendations related to transportation planning, programming and funding. ACTAC is composed of two staff representatives from each agency represented on the Commission (each city in Alameda County, the county, AC Transit and BART) and one staff representative from each of the following agencies: Altamont Commuter Express (ACE), Alameda CTC, Association of Bay Area Governments (ABAG), Bay Area Air Quality Management District (BAAQMD), the California Department of Transportation (Caltrans), the California Highway Patrol (CHP), Livermore Amador Valley Transit Authority (LAVTA), MTC, Port of Oakland, Union City Transit and the San Francisco Bay Area Water Emergency Transportation Authority (WETA).
6. **Bicycle and Pedestrian Advisory Committee (BPAC):** Established in 2002, BPAC makes recommendations to improve walking and biking in Alameda County. BPAC members advise Alameda CTC, staff and partner agency sponsors on capital projects, programs and plans during early development phases. All 11 members must be Alameda County residents and are appointed for a two-year term as follows: one per county supervisor (five total), one per county supervisor district as appointed by the Mayor's Conference (five total) and one to represent transit agencies as appointed by Alameda CTC.

7. **Citizens Watchdog Committee (CWC):** Established by the 2000 Measure B Expenditure Plan, the CWC reviews all 2000 Measure B expenditures on projects, programs and administration for compliance with the Transportation Expenditure Plan, including timely project delivery. The CWC reports its findings annually to the public. All 17 members must be Alameda County residents and are appointed for a two-year term as follows: one per district as appointed by the Board of Supervisors (five total), one per district as appointed by the Mayor's Conference (five total), one per the following representing organizations specified in the Transportation Expenditure Plan: Alameda County Economic Development Alliance for Business, Alameda County Labor Council, Alameda County Taxpayers' Association, Alameda County Paratransit Advisory and Planning Committee, Bike East Bay, League of Women Voters and the Sierra Club.
 8. **Paratransit Advisory and Planning Committee (PAPCO):** Established in 2002, PAPCO makes decisions on transportation funding for seniors and people with disabilities to address planning and coordination issues regarding paratransit services in Alameda County. PAPCO members advise Alameda CTC on the development and implementation of paratransit programs, including a grant program. All 22 members must be Alameda County residents who use transportation that supports seniors and people with disabilities. Members are appointed for a two-year term as follows: one per county supervisor (five total), one per city (14 total) and one per transit agency (AC Transit, BART, LAVTA and Union City Transit [City representative]). PAPCO is supported by a Paratransit Technical Advisory Committee (ParaTAC) composed of 2000 Measure B-funded paratransit providers in Alameda County.
- F. **Strategic Plan goals:** Alameda CTC's Strategic Planning and Programming Policy provides a comprehensive approach for programming and allocation of federal, state, regional and local funds to programs and projects that will present effective short- and long-term transportation solutions and is consistent with the vision and goals in the Countywide Transportation Plan. The policy integrates planning, programming and monitoring for capital improvements, addresses operations and maintenance needs in Alameda County and integrates all fund sources relevant to Alameda CTC (refer to Figure 2 on the next page). Overall Strategic Plan goals are to:
- fully integrate Alameda CTC business practices to further streamline agency planning, programming and delivery efforts;
 - ensure effective feedback loops into decision-making through planning, data collection and partnerships;
 - improve the public understanding of the benefits of projects and programs delivered by Alameda CTC; and
 - support an ongoing process of contracting opportunities that will support local jobs and economic development in Alameda County.

Figure 2: Alameda CTC Strategic Planning and Investment Policy Process



This flowchart illustrates the connection between the long term Countywide Transportation Plan, the medium term Strategic Plan/Congestion Management Program and the short term Allocation Plan

Section 2. Budget

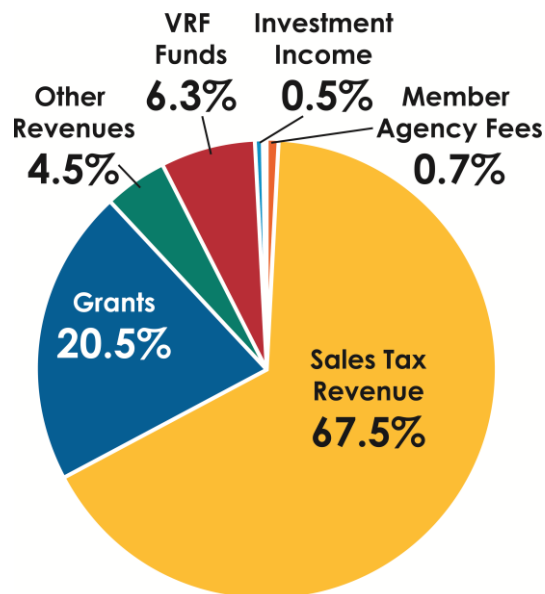
- A. **Overview:** Alameda CTC's FY2014-15 budget represents the allocation of resources to administration, planning, programming and programs and capital projects for the next fiscal year. A summarized version of the proposed FY2014-15 budget is compared to a summarized version of the adopted FY2013-14 budget in Table 1 below.

Table 1: Alameda CTC Proposed FY2014-15 Budget

	Adopted FY2013-14	Proposed FY2014-15
Projected Beginning Fund Balance	\$219,192,859	\$276,886,828
Total Revenues	381,580,072	188,915,020
Total Expenditures	(325,754,878)	(265,032,461)
Projected Ending Fund Balance	\$275,018,053	\$200,769,388

- B. **Revenue summary:** Alameda CTC receives two main categories of revenue, operating revenue and capital revenue. Operating revenue can come from local sources, bond proceeds and grants and other sources. Capital revenue can come from local sources, investment income, bond proceeds and grants and other sources. Alameda CTC's Finance and Administration Team monitors these revenue streams through billings and collections in accounts receivable and various other tracking processes (refer to Figure 3 below and Table 2 on page 13).

Figure 3: Alameda CTC Total Revenue



1. **Operating revenue** consists of:
 - a. **Sales tax revenue:** Of the projected sales tax revenue from 2000 Measure B, 61.7 percent is programmed to the General Fund for projects and programs implementation including 4.5 percent for administrative costs. Alameda CTC maintains a 1 percent cap on administrative staff costs.
 - b. **Member agency fees:** These fees are contributed by the member agencies and are generally used to pay the local match required for external funding sources for planning projects or to cover costs unallowable in the indirect cost allocation rate calculation.
 - c. **VRF revenue:** VRF revenue is programmed to the VRF Special Revenue Fund, 5 percent of which is set aside to pay for administration of the program. The VRF Expenditure Plan also allows for the following distributions:
 - Local Road Improvement and Repair Program (60 percent)
 - Local Technology (10 percent)
 - Transit for Congestion Relief (25 percent)
 - Bicycle and Pedestrian Access and Safety (5 percent)
 - d. **Bond proceeds:** Upon closing of the bond transaction in March 2014, the premium of \$20,335,856 received as bond proceeds was deposited in the Interest Fund with the trustee. Per the requirement in Alameda CTC's enabling legislation, Alameda CTC will use this premium to fund interest debt service on the bonds, which is reflected in the Debt Service Fund.
 - e. **Grants and other revenue:** Alameda CTC receives grants and other revenue from other funding sources, which can include federal, state, regional or local funds. The agency generally receives these funds on a reimbursement basis, so as expenses are incurred, Alameda CTC prepares an expense reimbursement request (or bill) and sends it to the funding agency for reimbursement in order to recognize the revenue in Alameda CTC's financial statements.
2. **Capital revenue** consists of:
 - a. **Sales tax revenue:** Of the projected sales tax revenue from 2000 Measure B, 38.3 percent is programmed to the Capital Projects Fund. Alameda CTC uses these funds to pay for the cost of projects authorized in the Transportation Expenditure Plan and programs and allocates the funds over time to ensure sustainability of the agency.
 - b. **Investment income:** Alameda CTC invests accumulated Measure B capital projects funds, along with excess amounts in all other funds, for the maximum return on investment possible within the restraints of the

Measure B program. In recent years, returns have been minimal in comparison to the amount of funds invested due to the very short-term investment period allowed, as the agency spends down balances and enters the market for a bond sale to fund the capital program through the end of 2000 Measure B in 2022, as well as the very low interest rate environment in the market.

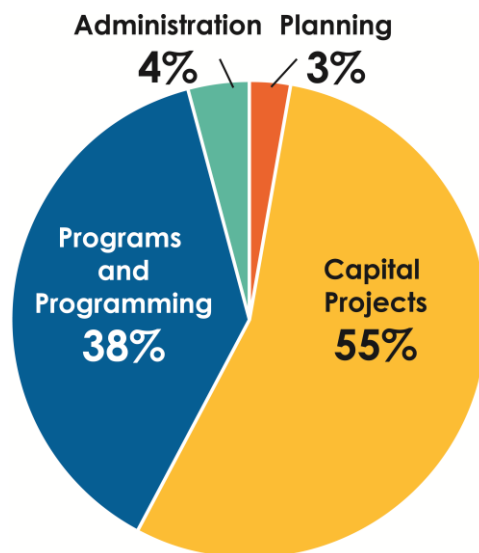
- c. **Bond proceeds:** Upon closing of the bond transaction in March 2014, the par amount of bond proceeds, net of closing costs, in the amount of \$136.6 million was deposited into the Project Fund with the trustee. Alameda CTC will use these proceeds to fund the 2000 Measure B capital program as authorized in the Transportation Expenditure Plan.
- d. **Grants and other revenue:** Alameda CTC receives grants and other revenue from other funding sources, which can include federal, state, regional or local funds. The agency generally receives these funds on a reimbursement basis, so as expenses are incurred, Alameda CTC prepares an expense reimbursement request (or bill) and sends it to the funding agency for reimbursement in order to recognize the revenue in Alameda CTC's financial statements.

Table 2: Alameda CTC Proposed FY2014-15 Revenue

Revenue Category	Adopted FY2013-14	Proposed FY2014-15
Sales Tax Revenue	\$120,000,000	\$127,500,000
Investment Income	472,000	865,000
Member Agency Fees	1,394,819	1,394,819
VRF Revenue	11,500,000	12,000,000
Bond Proceeds	157,480,856	-
Other Revenue	13,187,554	8,499,492
Grant Revenue	77,544,843	38,655,709
Total Revenue	\$381,580,072	\$188,915,020

- C. **Expenditure budget summary:** Alameda CTC has two main categories of expenditures: operating expenditures and capital expenditures. Operating expenditures can include costs related to administrative, planning, programs and programming activities. Capital expenditures can include capital costs related to capital projects and other costs related to administrative activities for those capital projects. Alameda CTC's Finance and Procurement Team monitors these expenditures by fund, project, phase and funding source in an extensive tracking system (refer to Figure 4 on the next page and Table 3 on page 15).

Figure 4: Alameda CTC Total Expenditures



1. **Operating expenditures** consist of:
 - a. **Administration costs:** The costs incurred to run the agency including salaries and benefits, general office expenditures, other administration costs (such as legal fees and fees for computer support professionals) and Commission and community support.
 - b. **Planning costs:** The costs to implement and prepare the many planning and monitoring documents required internally and on a regional level; these costs fall into various categories, including salaries and benefits, planning management and support, countywide transportation plans, the Congestion Management Program and other planning projects and grants.
 - c. **Programs costs:** The costs to deliver programs include the costs to implement the many 2000 Measure B programs as well as programming various federal, state and local fund sources in Alameda CTC's role as the CMA for Alameda County.
2. **Capital expenditures** consist of:
 - a. **Administration costs:** The costs incurred to administer the capital program including salaries and benefits, general office expenses, other administration costs (such as investment advisor fees) and Commission and community support.
 - b. **Capital project costs:** Various types of expenditures for capital projects include salaries and benefits and the costs to fund the capital program, including scoping, environmental, design, right-of-way (ROW) support, ROW capital, utility relocation support and capital, construction support and capital, and other miscellaneous items.

Table 3: Alameda CTC Proposed FY2014-15 Expenditures

Expenditure Category	Adopted FY2013-14	Proposed FY2014-15
Administration	\$8,791,795	\$11,722,812
Planning	4,189,634	7,346,205
Programs and Programming	100,040,226	100,182,522
Capital Projects	212,733,225	145,780,921
Total Expenditures	\$325,754,879	\$265,032,461

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Section 3. Alameda CTC Work Teams

- A. **Introduction:** Alameda CTC accomplishes its mission to plan, fund and deliver transportation programs and projects by relying on four work teams with expertise in their specific area. These teams are responsible for carrying out the agency's mission and for overseeing specific agency functions (refer to Section 1.B. for Alameda CTC's mission statement).
- B. **Work teams:** Prior to each fiscal year, work teams develop specific goals and objectives that support Alameda CTC's strategic plan. These goals and objectives are intended to be achieved throughout the upcoming fiscal year (refer to Section 1.F.). The teams allocate resources and budget for activities and develop schedules, assign tasks and track the progress against these tasks. The teams also regularly report on their progress to plan, fund and deliver transportation programs and projects to Alameda CTC's standing committees and community and technical advisory committees and to the Commission. For more detail about each team's activities in FY2014-15, refer to the corresponding section. Refer to Section 8 for information on staffing levels for each team.
1. **Planning and Policy Team:** This team leads the agency's planning efforts and coordinates with partner agencies, stakeholders and the public to develop short- and long-range plans. The team also leads Alameda CTC's policy development, legislation and public affairs, including internal and external communications (refer to Section 4).
 2. **Programming and Programs Team:** This team leads the distribution of funds for numerous transportation projects and programs from local, state and federal funding sources. The team also provides a number of transportation programs and services directly to the public (refer to Section 5).
 3. **Finance and Administration Team:** This team leads all financial activities and oversees administrative contracts and procurements, agency office administration, administrative support, human resources, information technology and risk management (refer to Section 6).
 4. **Capital Projects Team:** This team leads the Capital Projects Program, which is broken into two areas: implementing project sponsor and project management oversight. For the first area, Alameda CTC is the implementing project sponsor, and the team plans, monitors, delivers and reports on project investments. For the second area, other agencies are the implementing project sponsor, and the team provides project oversight and monitors and reports on investments. The team oversees the agency's Capital Improvement Program (CIP) (refer to Section 7).
- C. **Budget:** Each team prepared a proposed FY2014-15 budget request which the Finance and Administration team has reviewed, balanced and developed into an overall proposed budget for Alameda CTC. Refer to specific sections for budgets by team, which are part of Alameda CTC's overall agency budget. Refer to Table 4 on the next page, for proposed FY2014-15 staffing costs and other costs.

Table 4: Alameda CTC Proposed FY2014-15 Staffing and Other Costs

Category	Adopted FY2013-14	Proposed FY2014-15
Salaries and Benefits	\$3,974,712	\$3,826,130
Management and Support Contract Services	7,351,205	7,279,337
All Other Costs	314,428,962	253,926,994
Total Budget	\$325,754,879	\$265,032,461

Section 4. Planning and Policy Team

- A. **Overview:** The Planning and Policy Team is responsible for all short- and long-range transportation planning for Alameda County, which provides the foundation for transportation funding decisions Alameda CTC makes. The team is also responsible for policy, legislation and public affairs.
- B. **Budget:** Refer to Table 5 below.

Table 5: Planning and Policy Team Budget Summary

Category	Adopted FY2013-14	Proposed FY2014-15
Salaries and Benefits	\$742,785	\$688,415
Management and Support Contract Services	1,222,334	517,865
All Other Costs	2,224,515	6,139,925
Total Budget	\$4,189,634	\$7,346,205

- C. **Planning:** Alameda CTC coordinates with regional partners such as MTC, ABAG and local partners, including local jurisdictions, in updating major plans and developing new plans for transportation in Alameda County and the region. The Planning and Policy Team also performs system monitoring and coordinates internally with staff on other teams to develop specific plans, performs technical analyses and coordinates communications and implementation.
- D. **Regional Transportation Plan/Plan Bay Area:** In FY2014-15, Alameda CTC will coordinate its planning efforts and modal plans (countywide transit, arterial, goods movement, bicycle and pedestrian and community based transportation plans) with the adopted Regional Transportation Plan (RTP) referred to as *Plan Bay Area*, which includes the Sustainable Communities Strategy (SCS) as required by Senate Bill 375 to reduce greenhouse gas emissions. In FY2014-15, regional agencies are anticipated to begin their update of the SCS/RTP, and the Planning and Policy Team will work closely with them on the update.
- Priority Development Area Investment and Growth Strategy (PDA IGS):** As required by MTC's *Plan Bay Area*, Alameda CTC is implementing the PDA IGS adopted in March 2013 that supports and encourages residential and commercial development in the region's PDAs in both the near- and long-term. The strategy also identifies priority conservation area issues and needs as well as growth opportunity areas. In FY2014-15, the Planning and Policy Team will continue to implement the PDA IGS.
 - Sustainable Communities Technical Assistance Program (SC-TAP):** This expanded technical assistance program for Alameda County jurisdictions provides significant support in the form of on-call consultant expertise for PDA planning and implementation, complete streets policy

implementation and bicycle and pedestrian planning and technical support. Jurisdictions may apply for consultant services for specific projects to complete a specific planning, environmental review or project scoping task. The selected consultant(s) performs work directly for project sponsors; however, Alameda CTC assumes a co-management role and is responsible for all contract administration and oversight activities, approving all consultant invoices and closely monitoring project budgets, scopes and schedules. In FY2014-15, the Planning and Policy Team will manage the contract and deliverables based on the final approved program.

- E. **Countywide multimodal plans:** In FY2014-15, Alameda CTC will continue work on developing, implementing and updating several multimodal plans that guide transportation development and funding decisions. In addition to developing the plans, the Planning and Policy Team will perform outreach to educate and receive input from the public, stakeholders and partner agencies about these plans.
1. **2014 Transportation Expenditure Plan (Plan):** Approved by the Commission in January 2014, this 30-year plan will nearly double investments in every city and throughout Alameda County for critical transportation infrastructure, maintenance and operations. It includes funding to expand BART, bus and commuter rail; keep fares affordable for seniors, youth and people with disabilities; provide traffic relief on streets and highways; improve air quality and provide clean transportation; and create good jobs within Alameda County. In FY2014-15, the Planning and Policy Team and Alameda CTC's executive director are presenting this plan to the Board of Supervisors to place a 30-year extension and augmentation of the existing transportation sales tax on the November 4, 2014 general election ballot. Prior to the election, the Planning and Policy Team will educate community organizations and the public about the plan and Alameda CTC's ongoing activities at events throughout Alameda County.
 2. **Countywide Transportation Plan (CWTP):** Approved by the Commission in June 2012, this long-range policy document guides transportation funding decisions for Alameda County's transportation system and lays out a strategy for meeting transportation needs for all users in Alameda County. It includes projects and other improvements for new and existing freeways (including investments that support goods movement), local streets and roads, public transit (paratransit, buses, BART, commuter rail and ferries) walking and bicycling infrastructure, as well as programs to support multimodal transportation investments throughout the county. Alameda CTC updates this plan every four years. In FY2014-15, the Planning and Policy Team will review countywide modal plans in preparation for the 2016 CWTP update.
 3. **Countywide Bicycle and Pedestrian Plans:** In 2012, Alameda CTC updated the 2006 plans, which built on local bicycle and pedestrian plans and stemmed from the CWTP. The goal of these updates was to reflect current bicycling and walking conditions, needs and priorities in Alameda County. In FY2014-15, Alameda CTC will continue to implement these plans as well as begin to prepare the Pedestrian and Bicycle Manual Counts Report that will be released in 2015.

- a. **Bicycle and Pedestrian Coordination:** In addition to plan development and implementation, Alameda CTC's Alameda County Bicycle and Pedestrian Coordinator leads coordination of bicycle and pedestrian efforts throughout the county, including managing the Bicycle and Pedestrian Advisory and Planning Committee and subcommittees and the Pedestrian and Bicycle Working Group. In addition, the coordinator oversees bicycle and pedestrian outreach, educational campaigns and other activities such as the Association of Pedestrian and Bicycle Professionals monthly webinar series.
 4. **Countywide Goods Movement Plan:** As part of this planning effort, Alameda CTC has developed a Bay Area Goods Movement Collaborative that will set the stage for future collaboration, policy development and advocacy with partners to improve freight and goods movement in Northern California. The collaborative will provide input on a long-range Countywide Goods Movement Plan that will guide development of the transportation infrastructure needed to support goods movement in Alameda County, including identifying short- and long-range transportation investment needs. In FY2014-15, Alameda CTC will continue development of this plan.
 5. **Countywide Transit Plan:** This new plan tiers from the ongoing regional Transit Sustainability Project effort to identify needs and priorities. It will enable Alameda County's jurisdictions and transit providers to better align transit, land use and economic development goals and objectives and will ultimately identify near- and long-term transit capital and operating priorities in the county. In FY2014-15, Alameda CTC will continue development of this plan.
 6. **Countywide Multimodal Arterial Plan:** This new plan will maximize mobility and management of regionally significant arterial corridors. It will provide a framework for the integrated management of major arterial corridors to support all modes and improve overall mobility, connectivity and safety on the countywide arterial system, while better serving the adjacent land uses and will prioritize short- and long-term improvements. In FY2014-15, Alameda CTC will continue development of this plan.
 7. **Community Based Transportation Plan Program:** In FY2014-15, Alameda CTC will continue to work closely with communities in Alameda County to complete/update Community Based Transportation Plans that identify transportation gaps in underserved communities and transportation solutions with potential fund sources.
- F. **Congestion Management Program:** As the CMA for Alameda County, Alameda CTC is responsible for updating this program every two years as well as implementing the program. In FY2014-15, Alameda CTC will implement the 2013 program and begin work on the 2015 update, including an update to the Countywide Travel Demand Model that allows Alameda CTC to anticipate and forecast the potential impacts of local land development decisions on the Metropolitan Transportation System network. The main CMP elements are as follows:

1. **Level of Service Monitoring:** The CMP requires establishment and monitoring of level of service (LOS) standards on the CMP-designated roadway system to determine average travel speeds, existing LOS and long-term trends in traffic congestion in the CMP network. Biennially, Alameda CTC prepares a LOS Monitoring Study; the next one will occur in 2014.
 2. **Multimodal Performance Measures:** State law requires CMAs to evaluate how well their transportation systems meet their CMP objectives of reducing congestion. Each year, Alameda CTC prepares a Performance Report that evaluates how highways and roads function, the frequency and performance of transit services, walking and bicycling infrastructure and programs, and other general transportation trends in Alameda County. In FY2014-15, the Planning and Policy Team will prepare the 2013 report.
 3. **Travel Demand Management:** Transportation or travel demand management (TDM) measures seek to reduce pressure on existing roadway and parking capacity by using incentives and disincentives to influence travel choices. The Planning and Policy Team is developing a comprehensive TDM program that builds on the Guaranteed Ride Home Program, includes parking management and will result in a Guaranteed Ride Home Annual Report released in FY2014-15.
 4. **Land Use Analysis Program:** The goals of the Land Use Analysis Program are to better integrate local land use and regional transportation investment decisions, better assess the impacts of development and promote information sharing between local governments on land use development. In FY2014-15, Alameda CTC will assist jurisdictions by providing development project review, land use forecasts, transportation-land use integration through initiatives and planning activities and strategic monitoring. Alameda CTC will also address the implementation needs associated with California Environmental Quality Act (CEQA) changes in state law, specifically Senate Bill 743.
 5. **Strategic Plan:** Alameda CTC develops a Strategic Plan to maintain and improve the performance of the multimodal transportation system in Alameda County, move people and goods and mitigate regional transportation impacts identified through the Land Use Analysis Program. In FY2014-15, the Planning and Policy Team will closely coordinate with the Capital Projects Team and Programming on the development of the Strategic Plan (refer to Section 5.C.1.).
- G. **Policy:** In its role as the transportation commission and the CMA for Alameda County, Alameda CTC works closely with local jurisdictions, transportation agencies and partner organizations to develop transportation policies to support transportation programs and projects that expand access and improve mobility for a vibrant and livable Alameda County. The Planning and Policy Team leads the effort to develop policies and supports committees that help shape policy.
1. **Administrative Code:** This code prescribes the powers and duties of Alameda CTC officers, the method of appointment of Alameda CTC employees and the methods, procedures and systems of operation and management of

- Alameda CTC. In FY2014-15, the Planning and Policy Team will assist with an update to the administrative code, as applicable.
2. **Committee support:** In FY2014-15, the Planning and Programming Team will continue to support the efforts of the following community advisory committees, technical advisory committees, standing committees and regional committees:
 - a. **Community advisory committees:** The team prepares agendas and materials and participates in Bicycle and Pedestrian Advisory Committee and Citizens Watchdog Committee and subcommittee meetings.
 - b. **Technical advisory committees:** The team prepares agendas and materials and participates in the Alameda County Technical Advisory Committee and Technical Teams associated with each of the modal plans underway in FY2014-15.
 - c. **Standing committee:** The team prepares agendas and materials and participates in the Commission's Planning, Policy and Legislation Committee meetings.
 - d. **Regional committees:** The team hosts, participates in and prepares materials for several regional meetings including meetings of the Bay Area Goods Movement Collaborative, the Alameda County Planning Directors, the CMA Planning Directors, the Regional Arterials Working Group, the Regional Model Working Group, the Tri-Valley Transportation Committee and many other groups associated with local plans and projects development.
 3. **Complete streets policy:** MTC has a complete streets requirement for Bay Area jurisdictions that receive One Bay Area Grant funding. Alameda CTC developed its policy requirement to be inclusive of the MTC requirement so that local jurisdictions only needed to adopt one policy to comply with both requirements. Alameda CTC required that all local jurisdictions that receive transportation sales tax direct local distribution funds have an adopted complete streets policy by June 30, 2013, and each of Alameda County's 14 jurisdictions have adopted a complete streets policy. In FY2014-15, Alameda CTC will continue to assist jurisdictions with implementation of their complete streets program as needed and begin the development of its own internal complete streets policy.
 4. **Legislative Program:** Each year, Alameda CTC adopts a Legislative Program to provide direction for its legislative and policy activities for the year. The purpose of the Legislative Program is to establish funding, regulatory and administrative principles to guide Alameda CTC's legislative advocacy in the coming year. The program is designed to be broad and flexible to allow Alameda CTC the opportunity to pursue legislative and administrative opportunities that may arise during the year and to respond to political processes in Sacramento and Washington, DC. Staff works closely with Alameda County jurisdictions during the development of the legislative program and works with elected officials and agency staff in Sacramento, Washington, DC and locally to support its adopted

legislative platform. In FY2014-15, the Planning and Policy Team will continue these efforts.

5. **Procurement policy:** In FY2013-14, the Planning and Policy Team assisted the Finance and Administration Team in developing the agency's procurement policy that addresses agency-wide contracting policy needs, including policies concerning the requirement for local and small local business preference when utilizing local funds (Measure B and VRF) and general contracting for all other fund sources. In FY2014-15, the Planning and Policy Team will assist the Finance and Administration Team in documenting the supporting procedures.

H. **Public affairs:** The Planning and Policy Team leads the internal and external communications efforts for Alameda CTC regarding the work that Alameda CTC does to plan, fund and deliver transportation programs and projects that meet the multimodal needs of Alameda County. Each year, Alameda CTC develops a Strategic Communications Plan that provides strategic direction regarding outreach and information dissemination related to planning, funding, projects, programs, administration and legislative advocacy of Alameda CTC. The plan includes ongoing outreach and education for the public, partners, transportation stakeholders and elected officials. In FY2014-15, the Planning and Policy Team will continue these efforts.

1. **Communications and messaging:** The Planning and Policy Team uses a range of communication tools and delivery methods to assist in disseminating information to Alameda CTC's overall audience and target audiences. Each year, Alameda CTC tailors its key messages to articulate critical information to each audience group in every publication and across all communication platforms. Key messages in FY2014-15 will focus on five areas: economic vitality, community enrichment, best value for public funds and accountability, environmental sustainability and forward-thinking solutions.
2. **Agency publications:** Each year, the Planning and Policy Team develops multiple agency publications including the annual report, monthly Executive Director's Report, bimonthly e-newsletter, brochures, project fact sheets, web content as well as press releases and reports. Additional publications may include issue papers, frequently asked questions, e-blast messages and targeted communications regarding topics such as legislation, goods movement, transportation demand management and the Safe Routes to Schools Program.
3. **Agency presentations:** Alameda CTC presentations serve as an easily accessible way to provide additional details about our projects, programs and planning efforts. In FY2014-15, staff will prepare presentations and highlight key presentations on the website and through social media. This will serve to give the public a window into the progress of key agency efforts. Key presentation topics include the 2014 Transportation Expenditure Plan, I-80 Integrated Corridor Mobility project, I-580 Express Lanes, Countywide Goods Movement, Countywide Transit, and Countywide Multimodal Arterial planning efforts. Staff will also provide Alameda CTC Commissioners and other ambassadors and stakeholders with talking points and communication materials for their use.

4. **Public information and education:** Alameda CTC provides public information and education about programs and projects to improve Alameda County's transportation system. Two educational efforts of note will inform the public about bicycle and pedestrian projects and programs in FY2014-15.
 - a. ***Ride into Life/Get Rolling Campaign:*** This campaign educates the public about the benefits of riding a bicycle—it is low-cost, non-polluting and heart-healthy exercise, and it reduces stress. The Planning and Policy Team develops an ad campaign and supporting materials each year.
 - b. ***Bike to Work Day:*** Bike Month is May of each year, and the month's biggest event, Bike to Work Day, is on the second Thursday. The Planning and Policy Team educates the public about this event via the website and email and performs outreach about Alameda CTC bicycle and pedestrian programs on Bike to Work Day.

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Section 5. Programming and Programs Team

- A. **Overview:** Through the Programming and Programs Team, Alameda CTC distributes funds for numerous transportation projects and programs from local, state and federal funding sources. Alameda CTC also provides a number of transportation programs and services directly to the public.
- B. **Budget:** Refer to Table 6 below.

Table 6: Programming and Programs Team Budget Summary

Category	Adopted FY2013-14	Proposed FY2014-15
Salaries and Benefits	\$824,594	\$771,941
Management and Support Contract Services	642,263	1,044,813
All Other Costs	98,573,369	98,365,768
Total Budget	\$100,040,226	\$100,182,522

- C. **Programming:** In FY2014-15, the Programming and Programs Team will continue programming efforts and administrative functions, including monitoring and reporting, for the various fund sources managed by the agency. The programming of the following fund sources will be linked to policy and planning direction per the priorities identified in the adopted source specific planning documents as well as in the SIP. In addition, the Programming and Programs Team will continue to support the efforts of PAPCO and ParaTAC in FY2014-15.

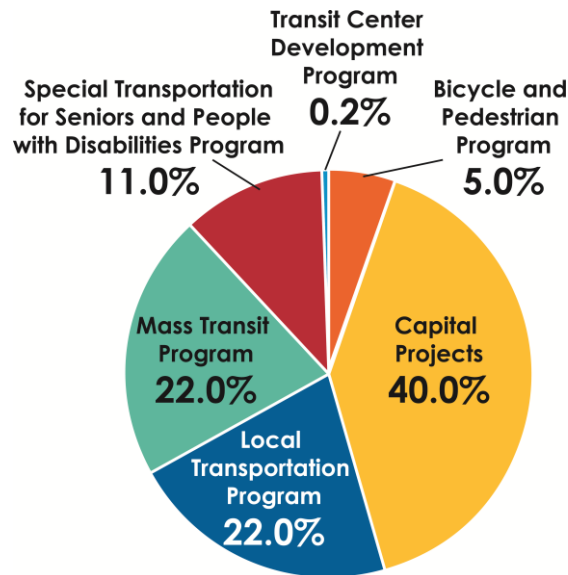
1. **Strategic Investment Plan (SIP):** In March 2013, Alameda CTC approved a new process and framework for strategic planning and programming efforts by the agency. To meet legislative requirements and help maintain and improve the performance of the multimodal transportation system, Alameda CTC will incorporate the development of the CMP within the context of an overall SIP. The SIP will address the critical transportation projects and programs that will expand access and improve mobility.

The SIP will be a single document that will guide future planning and programming decisions. In FY2014-15, the Programming and Programs Team will develop the initial framework to build the SIP including consolidation of:

- a. **A capital project inventory:** This includes projects with committed funding under Alameda CTC's programming responsibilities.
- b. **A programs inventory:** This includes activities funded through discretionary calls for projects and prior programming activities under the authority of Alameda CTC (i.e., Measure B, VRF, TFCA, State Transportation Improvement Program, etc.)

- c. **An allocation plan:** This includes an allocation and prioritization policy for funds within Alameda CTC's programming responsibilities.
2. **2000 Measure B:** In 2000, nearly 82 percent of Alameda County voters approved Measure B, the half-cent transportation sales tax. Alameda CTC administers the 2000 Measure B funds to deliver essential transportation improvements and services. The Alameda County 20-year Transportation Expenditure Plan guides the expenditures of more than \$1.4 billion in county transportation funds generated through the sales tax collected over a 20-year period beginning April 1, 2002 and ending March 31, 2022 (refer to Figure 5 below). The Transportation Expenditure Plan was developed to serve major regional transportation needs in Alameda County and to address congestion in every major commute corridor in the county. In FY2014-15, the Programming and Programs Team will oversee the following funding programs:
 - a. **Measure B Program funding (60 percent) – Direct local distributions and discretionary grants:** Approximately 60 percent of net Measure B transportation sales tax dollars are allocated to 20 separate organizations via direct local distribution or through discretionary grant programs. The funds allocated to jurisdictions include:
 - Local Transportation Projects (22.34 percent)
 - Special Transportation for Seniors and People with Disabilities (Paratransit) (10.45 percent)
 - Public Transit (21.93 percent)
 - Bicycle & Pedestrian Projects (5.00 percent)
 - Transit Center Development Projects (0.19 percent)
 - b. **2000 Measure B Capital Projects Program (40 percent):** The remaining 40 percent of the net transportation sales tax dollars are allocated to specific capital projects as described in the voter-approved Transportation Expenditure Plan. Alameda CTC allocates funds through an annual strategic planning process that identifies project readiness and funding requirements. Project-specific funding allocations are made via specific recommendations approved by the Commission.

Figure 5: Measure B Fund Allocations



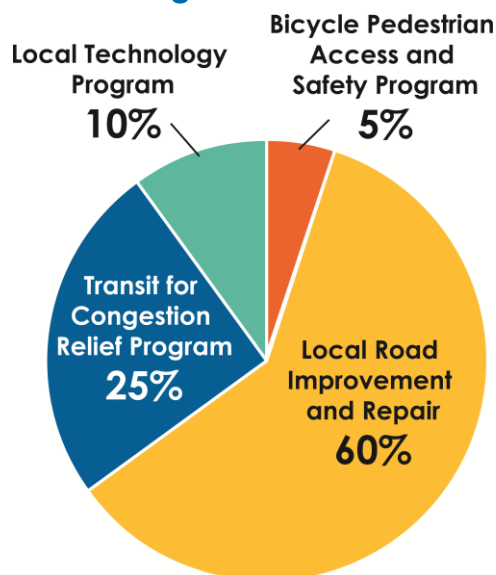
- c. **2000 Measure B Strategic Plan:** The Capital Projects Team is responsible for preparing an annual Strategic Plan to guide the continuing implementation of the 27 projects identified in the 2000 Measure B Transportation Expenditure Plan. This exercise also includes addressing remaining capital projects from the 1986 Measure B Transportation Expenditure Plan. The purpose of the annual Measure B Strategic Plan is to confirm the commitment of Measure B capital funds to each project, adopt an Allocation Plan that incorporates assumptions about future 2000 Measure B capital funding and 1986 Measure B capital funding expenditures as the basis for the financial analysis included in Strategic Plan and confirm the existing policies and procedures related to the expenditures of Measure B capital funds. The overall SIP process will incorporate this effort, and in FY2014-15 the Programming and Programs Team will assist with this effort.
3. **Vehicle Registration Fee (VRF):** The Alameda County Measure F VRF Program was approved by voters on November 2, 2010. The fee will generate about \$12 million per year through a \$10 per year vehicle registration fee charged for each registered vehicle in Alameda County. Revenue collection began in May 2011. The goal of the VRF Program is to sustain the county's transportation network and reduce traffic congestion and vehicle-related pollution.

The voter-approved program identifies four eligible project categories and the associated distribution amounts (refer to Figure 6 on the next page):

- Local Road Improvement and Repair Program (60 percent)
- Local Technology (10 percent)
- Transit for Congestion Relief (25 percent)
- Bicycle and Pedestrian Access and Safety (5 percent)

The funds are distributed through either direct local distributions or competitive discretionary programming actions. Alameda CTC will distribute an equitable share of the funds among the four planning areas of the county over successive five-year cycles and measure geographic equity relative to population and registered-vehicle factors. In FY2014-15, the Programming and Programs Team will oversee the VRF program.

Figure 6: Vehicle Registration Fee Fund Allocations



- a. **VRF Strategic Plan:** The Programming and Programs Team is responsible for the preparation of an annual Allocation Plan to guide the implementation of the four programs identified in the Vehicle Registration Fee Expenditure Plan. The Allocation Plan identifies the priority for program implementation based on multiple factors including project readiness, availability and potential for leveraging of other fund sources and the anticipated revenues from the vehicle registration fee over the upcoming five years of the program. The overall SIP process will incorporate this effort.
4. **Transportation Fund for Clean Air (TFCA):** TFCA is a local fund source of BAAQMD, which is generated by a regional \$4 vehicle registration fee and intended for projects that reduce vehicle emissions. As the TFCA County Program Manager for Alameda County, Alameda CTC is responsible for programming 40 percent of the revenue generated within Alameda County for this program.
5. **CMA Exchange Program:** The CMA Exchange Program provides funding for projects programmed in the CMA Transportation Improvement Program (CMATIP), a local fund source that Alameda CTC administers. Alameda CTC programs federal or state funds to “exchange” projects and in return receives local funds in the CMATIP from the “exchange” project sponsors. The local CMATIP funds can be used to avoid lengthy state and federal processes and streamline the project delivery process.

6. **Federal Surface Transportation/Congestion Mitigation and Air Quality (STP/CMAQ) Program:** As Alameda County's CMA, Alameda CTC is responsible for soliciting and prioritizing projects in Alameda County for a portion of the Federal STP/CMAQ Program. The Federal Moving Ahead for Progress in the 21st Century Act (MAP-21) funds this program. STP funds are eligible to fund a wide array of transportation projects, while CMAQ funds are for projects that provide air quality benefits only. The regional Metropolitan Planning Organization for the San Francisco Bay Area, MTC, currently allocates these STP/CMAQ funds through the One Bay Area Grant (OBAG) program.
 - a. **One Bay Area Grant Program:** The MTC OBAG program (MTC Resolution 4035) was developed to support California's climate law (Senate Bill 375, Steinberg, 2008). SB 375 requires that all metropolitan regions in California complete a Sustainable Communities Strategy to integrate land use and transportation to reduce greenhouse gas emissions. Through the OBAG program, Alameda CTC was assigned approximately \$63 million over four years (FY2012-13 through FY2015-16) to fund transportation projects. The OBAG program required that 70 percent of overall funding be programmed to transportation projects that support identified PDAs.
7. **State Transportation Improvement Program (STIP):** The STIP program is a multi-year capital improvement program of transportation projects, funded with revenues from the State Transportation Investment Fund and other funding sources. Alameda CTC programs Alameda County's portion of STIP funds for capital improvement projects. During each STIP cycle, the California Transportation Commission (CTC) adopts a fund estimate that serves as the basis for financially constraining STIP proposals from counties and regions throughout the state.
 - a. **Regional Transportation Improvement Program (RTIP):** The RTIP is funded with 75 percent of STIP funds available across the state. The available funds are further broken out across all the counties in the state. Alameda CTC works with project sponsors, including Caltrans, transit agencies and local jurisdictions to solicit and prioritize projects to program through RTIP. MTC then consolidates and approves the RTIP for the nine-county Bay Area, resulting in a program that the CTC approves.
 - b. **Interregional Transportation Improvement Program (ITIP):** The ITIP is made up of the remaining 25 percent of STIP funds. Caltrans is responsible for developing the ITIP list of projects. ITIP funds may be used in any part of the state for Interregional highway, rail and fixed guideway improvements.
 - c. **Project Initiation Document (PID) Work Plan:** A PID document details scope, cost and schedule of a project and is required to be completed prior to receiving programming through STIP. The 3-Year PID Work Plan provides a list of countywide PID work anticipated in the upcoming three years. Each year, the Programming and Programs Team,

in coordination with local jurisdictions and Caltrans, provides updates to the 3-Year PID Work Plan.

8. **Lifeline Transportation Program (LTP):** Alameda CTC is responsible for soliciting and prioritizing projects in Alameda County for MTC's regional LTP. The LTP provides a mixture of state and federal fund sources, including the State Transit Account, Job Access Reverse Commute and state Proposition 1B funds, for transportation needs identified through Community Based Transportation Plans, which serve identified Communities of Concern in the MTC region.

D. **Administration of programming functions:** The Programming and Programs Team is responsible for and will continue the following ongoing activities in FY2014-15:

1. **Monitoring programmed funds:** Activities include monitoring the funding Alameda CTC programs for compliance with all applicable requirements associated with the funding (i.e., federal, state, regional and local). Alameda CTC prepares periodic monitoring reports for multiple funding sources. Alameda CTC also develops a comprehensive compliance and financial statement summary report for Measure B and VRF funds (in collaboration with the Finance and Administration Team and the Citizens Watchdog Committee); and TFCA annual program reporting.

The Programming and Programs Team also administers the Federal Transportation Improvement Program, the federally-required listing of all federally-funded and regionally significant projects throughout Alameda County.

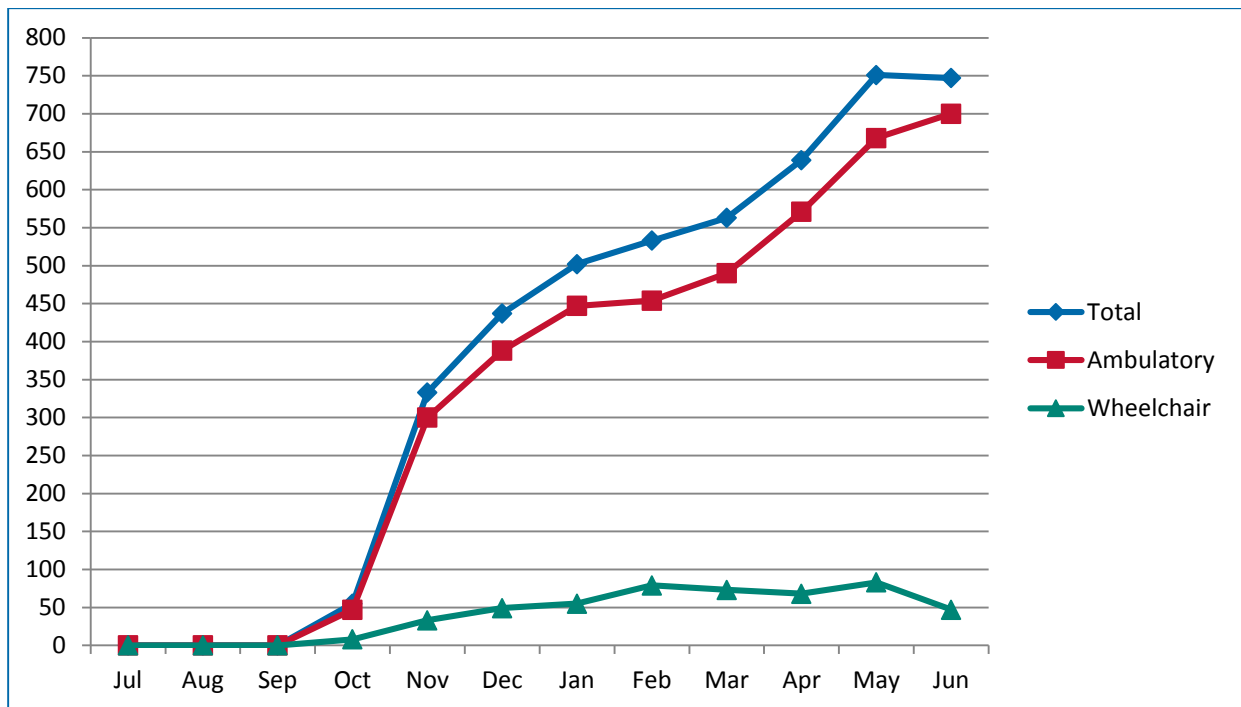
2. **Monitoring other fund sources (not programmed by Alameda CTC):** Alameda CTC has been successful in securing regional, state and federal funds to deliver priority projects in Alameda County. The following fund sources have been secured for which the Programming and Programs Team provides ongoing monitoring and reporting as required by the specific funds sources.
 - a. **Regional Measure 2 (RM2):** In March 2004, voters passed RM2, raising the toll on the seven state-owned toll bridges in the San Francisco Bay Area by \$1. This extra dollar has funded transportation projects within the MTC region that reduce congestion or make improvements to toll bridge corridors (Senate Bill 916). RM2 established the Regional Traffic Relief Plan, which identified specific transit operating assistance and capital projects and programs to receive RM2 funding. The RM2 Capital Program consists of 36 projects ranging from studies to transit vehicle procurement to freeway improvements.
 - b. **Proposition 1B:** As approved by the voters in November 2006, Proposition 1B enacted the Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act of 2006, authorizing \$19.9 billion of state general obligation bonds. Proposition 1B includes funding for 18 programs, including the Corridor Mobility Improvement Account (CMIA), the Trade Corridors Improvement Fund (TCIF) and the Traffic Light Synchronization Program (TLSP).

Alameda CTC successfully secured approximately \$420 million in Proposition 1B Bond funding to complete the \$800 million Alameda CTC I-Bond construction program. The seven projects that use Proposition 1B funds are complete or under construction (refer to Table 8 in Section 7 for a project list).

- c. **Traffic Congestion Relief Program (TCRP):** The TCRP program provided funding for a series of transportation projects throughout California to improve traffic mobility and relieve congestion, provide safe and efficient movement of goods and improve system connectivity (Assembly Bill 2928). The 2000 Traffic Congestion Relief Act provided about \$4.9 billion for transportation improvements.
 - d. **American Recovery and Reinvestment Act (ARRA):** ARRA is an economic stimulus package enacted by Congress and signed into law on February 2009 in response to the Great Recession. ARRA provided \$27.5 billion in supplemental funding to the Federal Highway Administration of which California's share was about \$2.6 billion.
 - e. **Earmarks:** Over the years, jurisdictions within Alameda County, including Alameda CTC, have received earmarks specified in federal law for projects throughout the county. These earmarks have been included in annual appropriations and multi-year transportation acts such as the Intermodal Surface Transportation Efficiency Act (ISTEA), the Transportation Equity Act for the 21st Century (TEA-21) and the Safe, Accountable, Flexible, Efficient, Transportation Equity Act: A Legacy for Users (SAFETEA-LU).
 - f. **Tri-Valley Transportation Council (TVTC):** The TVTC oversees Tri-Valley Transportation Development Fund expenditures. The Tri-Valley Transportation Development Fee applies to all developments in the Tri-Valley and will generate approximately \$70 million over the program term. The TVTC includes the cities of Dublin, Livermore, Pleasanton and San Ramon; the town of Danville; and Alameda County and Contra Costa County. The approved plan establishes shared traffic service objectives and presents a list of 11 high-priority transportation improvement projects to ease regional traffic congestion in the Tri-Valley.
- E. **Program delivery:** Alameda CTC oversees and delivers transportation programs that benefit youth, seniors, people with disabilities and other people throughout Alameda County who use the transportation system including bicyclists, pedestrians and commuters traveling from, to, or through the county, among others. In FY2014-15, the Programming and Programs Team will oversee and support these programs, as well as actively support a community advisory committee that makes decisions on transportation funding for seniors and people with disabilities and its technical advisory committee.
- 1. **PAPCO support/ParaTAC support:** The Programming and Programs Team will continue to support the efforts of PAPCO, which meets 10 times per year and

- makes recommendations to the Commission including reviewing annual paratransit plans and the discretionary paratransit program funding. The Programming and Programs Team will also support PAPCO's subcommittees as well as the efforts of ParaTAC.
2. **Countywide Safe Routes to Schools (SR2S) Program:** Alameda County's SR2S Program is a countywide program that promotes and encourages safe walking and bicycling to school—healthy transportation choices—as well as carpooling and public transit use. As part of the MTC's new Climate Initiatives program, the seven-year-old Alameda County SR2S Program has expanded and will reach nearly 120 schools across the county in the upcoming 2014-2015 school year, engaging students from kindergarten through 12th grade. The program began in 2006 as a pilot at four schools, funded with a Caltrans SR2S grant and Measure B funds. Since then, the program has expanded dramatically and in 2012-2013, reached 102 schools across Alameda County. Alameda CTC administers the current program, which is funded by federal CMAQ, federal STP and local Measure B funds.
 3. **SR2S BikeMobile Program:** In 2012, Alameda CTC launched the SR2S BikeMobile Program, a free mobile bicycle repair service, independent of, but coordinated with, the Alameda County SR2S Program. The SR2S BikeMobile Program and its bicycle mechanic staff visit schools and community organizations and attend events to deliver no-cost, hands-on bicycle repair and bicycle safety training to promote riding bikes to school. In 2013, the SR2S BikeMobile Program made 77 visits to events including visits to 54 schools participating in Alameda County's SR2S Program and repaired 1,700 bikes, which resulted in a 117 percent increase in bicycling at these schools after the visits. The SR2S BikeMobile Program is funded by federal CMAQ funds through MTC's Climate Initiative Program and local Measure B funds.
 4. **Central County Same-Day Transportation Services Program:** This program provides same-day transportation service to approximately 2,000 seniors and people with disabilities living in Central Alameda County in the cities of Hayward, San Leandro and unincorporated areas in Central Alameda County (Ashland, Castro Valley, Cherryland and San Lorenzo) who are registered with the Measure B paratransit programs in Hayward and San Leandro. This program enables registrants in Central County to call the service provider 24 hours a day, seven days a week and receive a trip within 45 minutes of their call. Vouchers are available at a cost of 25 percent of the taxi fare.
 - a. The Central County Taxi Program began in fall 2012 and provided over 4,500 rides in FY2012-13 (refer to Figure 7 on the next page for ridership by type).

Figure 7: FY2012-13 Central County Taxi Ridership by Type



5. **Hospital Discharge Transportation Service (HDTS) Program:** This Alameda County service provides same-day, door-to-door transportation for individuals who have a health or disability condition that prevents their use of public transit and who have no other source of transportation following discharge from the hospital. The HDTS Program also encourages riders whose mobility needs have changed, on discharge from the hospital, to connect with the local paratransit services available in their community. The service is a collaborative project between Alameda CTC and participating Alameda County hospitals and is supported by 2000 Measure B funds.
6. **Wheelchair and Scooter Breakdown Transportation Service (WSBTS) Program:** Wheelchair and scooter users in Alameda County can use this service if they are stranded due to a mechanical breakdown of their mobility device or have a medical emergency that separates them from their mobility device. The WSBTS Program also provides assistance for the transport of a wheelchair or scooter to a repair shop or other location due to mechanical breakdown inside or outside the home. In addition, the service provides transport of a wheelchair or scooter to a hospital where the user was transported due to an emergency (without his or her wheelchair or scooter). This service is available seven days a week, 24 hours a day and is funded with 2000 Measure B funds.
7. **Guaranteed Ride Home (GRH) Program:** The Alameda County GRH Program provides employees who do not drive alone to work a free ride home from work when unexpected circumstances arise. The GRH Program is free for full- or part-time employees who are registered with the Alameda CTC, work in

Alameda County and use sustainable forms of transportation including walking, biking, taking public transit or ridesharing. This program allows commuters to feel comfortable taking the bus, train or ferry; carpooling or vanpooling; or walking or bicycling to work, knowing that they will have a ride home in the event of an emergency.

- F. **Committee support:** In FY2014-15, the Programming and Programs Team will continue to support the efforts of the following community advisory committees, technical advisory committees, standing committees and regional committees:
- a. **Community advisory committees:** The Programming and Programs Team prepares materials and supports the efforts of the Citizens Watchdog Committee, PAPCO and Paratransit TAC and related subcommittees.
 - b. **Technical advisory committees:** The Programming and Programs Team prepares agendas and materials and participates in the ACTAC meetings.
 - c. **Standing committee:** The Programming and Programs Team prepares agendas and materials and participates in the Alameda CTC PPC meetings.
 - d. **State and Regional committees:** The Programming and Programs Team participates in several meetings at the state and regional level including the CTC, Statewide Regional Transportation Planning Agency Group, MTC, MTC's Programming and Allocations Committee, MTC's Local Streets and Roads Working Group and MTC's Programming and Delivery Working Group, BAAQMD and many other groups associated with programming and projects delivery.

Section 6. Capital Projects Team

- A. **Overview:** Alameda CTC funds, manages and oversees numerous transportation improvement projects in Alameda County. These projects improve highway corridors, provide accessible public transit, maintain and improve local streets and roads and ensure safe travel for pedestrians and bicyclists. To continue to effectively plan, fund and deliver capital transportation improvement projects, Alameda CTC performs numerous activities to manage our investments and provide project oversight.

Specifically, in FY2014-15, the Capital Projects Team will continue to focus on ongoing program management and project-related activities including:

- management and oversight of Measure B-funded projects;
- preparation of the annual strategic plan and quarterly reviews of projects and semi-annual presentations and reports to the Commission;
- project controls, project delivery management and administration of the Capital Improvement Program; and
- monitoring and reporting on projects with other local, regional, state and federal funding.

- B. **Budget:** Refer to Table 7 below.

Table 7: Capital Projects Team Budget Summary

Category	Adopted FY2013-14	Proposed FY2014-15
Salaries and Benefits	\$628,142	\$619,183
Management and Support Contract Services	3,939,190	3,614,328
All Other Costs	207,537,751	141,547,410
Total Budget	\$212,105,083	\$145,780,921

- C. **Capital Projects Program:** Alameda CTC is focused on implementing or providing project management oversight for 42 active capital projects with a total project value of over \$4 billion. Of the 15 projects currently under construction valued at more than \$2.5 billion, 11 will be complete by the end of FY2014-15. The Capital Projects Team is also working in coordination with the Planning and Policy Team and Finance and Administration Team on developing procedures to implement the procurement policy, as well as coordinating with the Planning and Policy Team and the Programming and Programs Team on development of the SIP. The following three types of active capital projects complete the overall Alameda CTC Capital Projects Program, which the Capital Projects Team is overseeing in FY2014-15. The list of projects that follow includes project descriptions for key, large projects. More information including the schedule for each project is available on the [Projects page](#) of the Alameda CTC website.

1. **Remaining 1986 Measure B Capital Projects Program:** The 1986 Measure B program of capital projects included a mix of freeway, rail and local roadway improvements throughout Alameda County. Collection of the sales tax for the 1986 Measure B ended on March 31, 2002 (the day before collection for the 2000 Measure B sales tax began).

To date, the 1986 Measure B Transportation Expenditure Plan has been amended twice. Amendment No. 1, approved in December 2005, deleted the Hayward Bypass Project and added four replacement projects: Route 238/Mission-Foothill Corridor Improvement Project in Hayward (MB238, Project No. 506); I-580 Interchange Project in Castro Valley (MB239) (included in ACTIA 12, Project No. 612); Central Alameda County Freeway System Operational Analysis (MB240, Project No. 508); and Castro Valley Local Area Traffic Circulation Improvement Project (MB241, Project No. 509). Amendment No. 2, approved in June 2006, deleted the Route 84 Historic Parkway Project, identified the three Mission Boulevard Spot Improvements projects and added the I-880 to Mission Boulevard East-West Connector Project (Project No. 505.0) as a replacement project for the Historic Parkway.

All capital projects in the 1986 Measure B Capital Projects Program have been delivered except for the following four projects, which are still active and have remaining, unexpended commitments from 1986 Measure B.

- a. **I-880/Mission Boulevard (Route 262) Interchange Completion Project (Project No. 501.0):** The remaining scope from the project has been integrated into the larger Mission Boulevard – Warren Avenue Grade Separation – Truck Rail Transfer project currently under construction and being implemented by the Santa Clara Valley Transportation Authority.
- b. **I-880 to Mission Boulevard East-West Connector Project (Project No. 505.0):** Alameda CTC is implementing this project in cooperation with the cities of Union City and Fremont. Final design is on hold, pending identification of additional funding. The overall project cost estimate is currently \$225 million. Available funding for this project is approximately \$110 million, which includes \$88 million of 1986 Measure B funds, resulting in a shortfall of \$115 million. Additional funding is anticipated from proceeds from the sale of state-owned ROW associated with the State Route 84 Historic Parkway via the Local Alternative Transportation Improvement Program. However, it is not anticipated to make up the current funding shortfall.
- c. **Route 238/Mission-Foothill Corridor Improvement Project in Hayward (Project No. 506.0):** This project is in the close out phase.
- d. **Castro Valley Local Area Traffic Circulation Improvement Project (Project No. 509.0):** This project is in the scoping phase. The local area circulation project consists of multiple project phases and potentially, multiple projects. The schedule for construction will be

determined as the individual improvements to fund are identified during the project development phases.

2. **2000 Measure B Capital Projects Program:** In November 2000, Alameda County voters approved Measure B for vital transportation investments and capital improvements and programs throughout the county. Of the committed \$756.4 million for 2000 Measure B capital projects, \$709 million has been allocated, and Alameda CTC has essentially delivered 93 percent of the capital program in just 11 years.

The Capital Projects Team is responsible for the administration and management of the 2000 Measure B Capital Projects Program and preparation of an annual 2000 Measure B Strategic Plan (described in Section 5), which outlines the annual allocations to the 27 capital projects identified in the 2000 Measure B Transportation Expenditure Plan. The status of the remaining active projects, funded wholly or in part by 2000 Measure B capital funds, is as follows.

Projects in the project development phase:

- a. **Telegraph Avenue Corridor Bus Rapid Transit (Project No. 607.0):** AC Transit is the project sponsor, and project management oversight (PMO) activities are ongoing; the project is currently in the design phase, with construction scheduled to begin fall 2014.
- b. **I-880 Broadway – Jackson Interchange Improvements Project (Project No. 610.0):** Alameda CTC is the project sponsor, and this project is in the project development phase. The I-880/Broadway-Jackson Area Improvements Project Advisory Committee was formed by Alameda CTC to facilitate community input to the project development process. The Capital Projects Team has developed a scope of work for a comprehensive traffic study for the project area in cooperation with a study performed by the City of Oakland. Alameda CTC will release a request for proposals (RFP) for consultant support for the comprehensive traffic study in spring 2014. The study will provide input to the project approval and environmental document (PA/ED) process. The Capital Projects Team plans to initiate the PA/ED process with a release of an RFP for consultant support in the summer of 2014, and the team will manage the related project development activities in FY2014-15.
- c. **Iron Horse Transit Route (Project No. 609.0):** The City of Dublin is the project sponsor, and the project scope was revised in 2010 to reflect the changing project area in the vicinity of the Dublin-Pleasanton BART Station. PMO activities are ongoing; the project is currently in the design and ROW phases. Construction is scheduled to begin fall 2014.
- d. **Route 92 / Clawiter-Whitesell Interchange and Reliever Route (Project No. 615.0):** The City of Hayward is the project sponsor, and city staff are currently implementing the design and ROW phases funded

by recent allocations of 2000 Measure B capital funds. PMO activities are ongoing; construction for the first phase is scheduled to begin in 2014.

- e. **East 14th Street/Hesperian Blvd./150th Street Intersection Improvements (Project No. 619.0):** The City of San Leandro is the project sponsor, and PMO activities are ongoing. The project is currently in the design/ROW phases. These activities will continue in FY2014-15, with construction scheduled to begin in summer 2016.
- f. **Route 84 Expressway – South Segment (Project No. 624.2):** The City of Livermore is the project sponsor, and the project is currently in the design phase, with ROW and utility relocation activities occurring concurrently. The Capital Projects Team continues to provide engaged program management, design, ROW and utility coordination support to deliver the project to construction. Construction is anticipated to begin in spring 2015.
- g. **Dumbarton Corridor Improvements (Project Nos. 625.0 and 625.1):** The Dumbarton Rail Corridor element of this project will extend rail service from San Mateo County to the Union City Intermodal Station. The project is significantly under-funded. The project sponsor, San Mateo County Transportation Authority, and the Project Development Team have decided not to circulate the Draft Environmental Document at this time and to place the project on hold until the funding shortfall has been addressed. MTC plans to reallocate the remaining RM2 funds programmed to the project. The Commission also reallocated the remaining 2000 Measure B capital funds to the City of Newark for project development of a railroad overpass project within the corridor known as the Central Avenue Overpass Project (Project No. 625.1). The Capital Projects Team will continue PMO activities on the Central Avenue Overpass project, which is currently in the environmental phase.
- h. **I-680 Sunol Express Lane – Northbound (Project No. 721.0):** Alameda CTC is the project sponsor and the project is currently in the preliminary engineering and environmental studies phase, which is expected to gain approval by July 2015. Project development activities continue, and the Capital Projects Team is working to identify funding for future project phases.
- i. **I-680 Cross Connector Studies (Project No. 770):** This project is currently on hold; the Capital Projects Team is working to identify an approach to move this study forward.

Projects in the construction phase:

- j. **Route 84 Expressway – The North Segment (Project No. 624.1):** The City of Livermore is the project sponsor, and the project is under construction, with projected completion anticipated in spring 2014. In addition to 2000 Measure B capital funds, this project received CMIA

Bond funds for the construction phase of the project. The Capital Projects Team is providing construction management oversight in coordination with Caltrans.

- k. **The Westgate Parkway Extension (Project No. 618.1):** The first phase of this project was complete in 2006. The remaining second phase is being coordinated with the larger project to reconstruct the I-880/Davis Street interchange as part of the I-Bond funded I-880 Southbound high occupancy vehicle (HOV) Lane – South Segment, which is currently under construction. The Capital Projects Team is providing construction management oversight in coordination with Caltrans.
 - l. **BART Warm Springs Extension (Project No. 602.o):** BART is the project sponsor, and PMO activities are ongoing. Construction is underway, with completion expected fall 2015.
 - m. **BART Oakland Airport Connector (Project No. 603.o):** BART is the project sponsor, and PMO activities are ongoing. The project is under construction, and vehicle and system testing began January 2014 along the elevated guideway. Expected completion of the project is fall 2014, at which point revenue service will begin, and the new Oakland Airport Connector will open to the public.
 - n. **Downtown Oakland Streetscape Improvement (Project No. 604.o):** The City of Oakland is the project sponsor, and PMO activities are ongoing. The project is expected to be complete in June 2015.
 - o. **Altamont Commuter Express Rail (Project No. 725.1):** ACE is the project sponsor, and locomotive overhaul and maintenance facility improvements are currently underway. PMO activities are ongoing.
3. **Proposition 1B (I-Bond) and other projects:** Alameda CTC has successfully secured a total of \$420 million in Proposition 1B Bond funding toward the delivery of an \$800 million highway capital improvement program and achieved award milestones as the agency continues to plan, fund and deliver projects to improve mobility and to foster a vibrant and livable Alameda County. Construction contracts have been awarded for six of the seven I-Bond projects being implemented in part by the Alameda CTC. The construction contract for the seventh I-Bond project, the I-880 North Safety and Operational Improvements at 23rd – 29th Project, is expected to be awarded in spring 2014 (refer to Table 8 on the next page for a complete listing of the I-Bond projects).

Alameda CTC took the lead on the environmental clearance, final design and ROW phases for the I-Bond projects. Caltrans is administering the major construction contracts; Alameda CTC is administering some construction contracts to facilitate a successful and efficient delivery team. The Capital Projects Team continues to provide concentrated project management and construction management oversight for these major projects. In addition, the team administers support for design services during construction.

Table 8: Proposition 1B Bond Program

Highway Project Description	Total Project Cost (\$ x million)	Bond Funds (\$ x million)	Bond Type*
1. I-580 Eastbound HOV Lane (Segments 1, 2 and 3 – auxiliary lanes)	\$137.2	\$55.2	CMIA
2. I-580 Westbound HOV Lane (East and West segments)	143.9	82.4	CMIA
3. Isabel Ave., I-580/Route 84 Interchange	111.7	45.3	CMIA
4. I-880 Southbound HOV Lane (North and South segments)	106.5	82.6	CMIA
5. I-80 Integrated Corridor Mobility (Sub-projects 1-6)	80.0	66.2	CMIA, TLSP
6. Route 84 Expressway (North & South Segments)	122.0	16.1	CMIA
7. I-880 North Safety and Operational Improvements at 23 rd /29 th Aves	99.9	73.4	TCIF
Total	\$801.2	\$421.2	

* Proposition 1B account types include Corridor Mobility Improvement Account (CMIA), Trade Corridor Improvement Fund (TCIF), and Traffic Light Synchronization Program (TLSP).

To minimize Alameda CTC's exposure to financial risk during the construction phase, the Capital Projects Team has implemented an engaged construction oversight program in cooperation with Caltrans. The goal of the construction oversight program is to partner with Caltrans to meet the cost and schedule parameters of the projects. The status of the I-Bond and other projects are as follows.

Projects in the project development phase:

- a. **I-580 Express Lanes Project (Project Nos. 720.4 and 724.1):** The Alameda County express lanes connect the region and are an innovative approach to congestion management. The I-580 Eastbound Express Lanes will be built once the I-580 Eastbound Auxiliary Lanes, currently under construction, are complete. The westbound express lanes project will follow the I-580 Westbound HOV Lane project currently under construction. Construction of the express lanes project is scheduled to begin fall 2014. In addition to project development activities, the Capital Projects Team continues to coordinate with multiple regional partner agencies on design and policy components, to ensure Alameda County express lanes and the larger MTC Bay Area Express Lane Network are integrated and seamless. In FY2014-15, the Capital Projects Team will manage public outreach and education efforts associated with the roll-out of the new I-580 express lanes facility, as well as work on legislation to facilitate effective implementation of the lanes.
- b. **I-580 Westbound HOV Lane – Landscaping (Project No. 724.6):** This landscape project will be complete after the primary facility construction is complete. Alameda CTC is monitoring this project.

- c. **I-80 Gilman (Project No. 765.0):** Alameda CTC is the project sponsor of this study-only project and has hired a consultant to analyze traffic data and prepare conceptual designs for roundabouts and signalized intersection alternatives. Completion of the study is scheduled for summer 2014. Project Approval/Environmental Document (PA/ED) efforts may begin in FY2014-15.

Projects in the construction phase:

- d. **I-580 Eastbound HOV Lane – Segment 3 with Auxiliary Lane (Project No. 720.5):** Caltrans administers this I-Bond project. As project sponsor, the Alameda CTC Capital Projects Team is providing construction management oversight in coordination with Caltrans. Construction began fall 2012 and is anticipated to be complete in fall 2014.
- e. **I-580 Westbound HOV Lane – East Segment (Project No. 724.4):** Caltrans is responsible for construction of this I-Bond project. As project sponsor, the Alameda CTC Capital Projects Team is providing construction management oversight in coordination with Caltrans. Construction began fall 2012 and is anticipated to be complete in summer 2015.
- f. **I-580 Westbound HOV Lane – West Segment (Project No. 724.5):** Caltrans is responsible for construction of this I-Bond project. As project sponsor, the Alameda CTC Capital Projects Team is providing construction management oversight in coordination with Caltrans. Construction began fall 2012 and is anticipated to be complete in fall 2014.
- g. **I-880 Southbound HOV Lane – South Segment (Project No. 730.1):** Caltrans is responsible for construction of this I-Bond project. As project sponsor, the Alameda CTC Capital Projects Team is providing construction management oversight in coordination with Caltrans. Construction began fall 2012, with an estimated completion in late spring 2015.
- h. **I-880 Southbound HOV Lane – North Segment (Project No. 730.2):** Caltrans is responsible for construction of this I-Bond project. As project sponsor, the Alameda CTC Capital Projects Team is providing construction management oversight in coordination with Caltrans. Construction began fall 2012 and is anticipated to be complete in late summer 2015.
- i. **I-880 North Safety and Operational Improvements at 23rd - 29th Project: (Project No. 717.0):** Alameda CTC is the project sponsor for this I-Bond project and advertised the project for construction in fall 2013. Contract award is expected by spring 2014. The Capital Projects Team is providing construction management oversight in coordination with Caltrans.

- j. **I-80 Integrated Corridor Mobility (ICM) Project – (Project No. 791.0-6):** The I-80 ICM Project will enable operational improvements and implement intelligent transportation system (ITS) strategies, such as adaptive ramp metering and incident management on I-80 from the San Francisco-Oakland Bay Bridge Toll Plaza to the Carquinez Bridge in Alameda County and Contra Costa County. The project includes improvements to San Pablo Avenue and the arterials connecting with the main I-80 corridor. Alameda CTC was responsible for advertisement and award and is currently administering the project, which is currently under construction by Caltrans. Due to the complexity of the project, implementation is occurring under various construction/ITS contracts:
- **Sub-project #1 (EA 3A7741) – Software & Systems Integration (SI):** Software implementation and system integration activities will continue through summer 2015; the Capital Projects Team continues to manage and administer the SI contract. Extensive coordination between Caltrans and local agencies is needed on this sub-project.
 - **Sub-project #2 (EA 3A7751) – Specialty Materials Procurement:** The contract was awarded June 2012; sign manufacturing, contract management and administration activities are underway.
 - **Sub-project #3 (EA 3A7711) – Traffic Operations Systems (TOS):** Work on this contract was complete in summer 2012. No effort is anticipated for this contract in FY2014-15.
 - **Sub-project #4 (EA 3A7764) – Adaptive Ramp Metering (ARM):** The contract was awarded in fall 2012, with completion expected in summer 2014. This contract is administered by Caltrans. The Capital Projects Team provides design services during construction and project management on this sub-project.
 - **Sub-project #5 (EA 3A7774) – Active Traffic Management (ATM):** The contract was awarded in fall 2012, with completion expected in winter FY2014-15. The Capital Projects Team provides design services during construction and project management on this sub-project.
 - **Sub-project #6 (EA 3A7734) – San Pablo Corridor and Arterial Improvements:** Construction is complete on this sub-project; however, certain change-order work is expected to continue through 2014 to facilitate system integration. Alameda CTC is responsible for advertisement, award and administration of this sub-project. The Capital Projects Team provides project and construction management and design services during construction.

In addition, the project team will manage public outreach and education efforts associated with the roll-out of the new I-80 ICM Project facility in FY2014-15.

- k. **Webster Street SMART Corridor (Project No. 740.0):** This project is substantially complete. Final testing of system components was completed in early 2014, and contract closeout is underway.
 - l. **East Bay Greenway (Coliseum BART to 85th Avenue) (Project No. 635.1):** Alameda CTC used 2000 Measure B bicycle and pedestrian discretionary grant funds for the preliminary engineering and environmental analysis of the 12-mile project. Construction of a half-mile segment of the Class 1 Bike Lane facility started in October 2013 and is expected to be complete by spring 2014. Following completion of the project, Alameda CTC is responsible for maintaining this half-mile segment of the path. The Capital Projects Team plans to procure a contractor to perform the path maintenance and subsequently will be responsible for managing the ongoing maintenance contract. The Capital Projects Team is exploring options for funding construction of the remaining segments of the East Bay Greenway bicycle and pedestrian lane.
- D. **Transportation Facilities Operations:** Alameda CTC supports the improvement and efficient operations of existing travel corridors with technology to better manage congestion and incidents; improve transportation safety, mobility and efficiency along various corridors; and efficiently operate and manage express lanes, emergency services and transit resources.
1. **SMART Corridors:** The East Bay SMART Corridors Program consists of capital investment and operations and maintenance of equipment used to improve the performance of transportation systems by promoting efficient use of the existing roadway, highway and transit systems. The program is a cooperative effort led by the Alameda CTC and 17 other partner agencies to operate and manage a multi-modal Advanced Transportation Management System.
 - a. **Operations:** Alameda CTC funds facility operation costs and routine maintenance of the SMART Corridor system and field elements along the following corridors:
 - San Pablo Avenue Corridor; and
 - International Boulevard/Telegraph Avenue/East 14th Street Corridor.
 - b. **Maintenance:** The SMART Corridor systems include closed circuit television devices, vehicle detection systems and transit system priority devices. The field elements requiring routine maintenance include:
 - **Closed circuit television (CCTV):** Fixed cameras mounted on poles to monitor local street traffic flow conditions as a way to

confirm actual traffic conditions and to implement appropriate traffic management strategies during an incident.

- **Non-intrusive vehicle detection system:** A microwave motion sensor to detect moving vehicles and provide traffic count data.
- **Transit system priority equipment:** Equipment that communicates to traffic signals to provide an early green or a green extension for rapid bus transit vehicles.

2. **Express Lane:** The Express Lane facility utilizes emerging technologies to manage existing roadway capacity to address decade-old traffic congestion by providing an option for solo drivers to use the HOV/express lane for a fee. The facility helps to manage traffic congestion by using underutilized capacity of the HOV lane to free up capacity in the general purpose lanes within the corridor.

Alameda CTC currently does not have any direct responsibility to operate Express Lanes. Assembly Bill 2032, which was passed by the California Legislature in 2004, authorized express lane implementation on the I-680 and I-580 corridors in Alameda County.

- a. **Sunol SMART Carpool Lane Joint Powers Authority (JPA):** Sunol SMART Carpool lane JPA has contracted with Alameda CTC to be the managing agency, responsible for the implementation of the JPA Administrative code including preparation of the JPA annual budget and quarterly financial reports, expenditure plan updates (every two years), annual financial audit, annual report and project report to the State Legislature. The annual operating expenditure budget for the Sunol SMART Carpool Lane JPA is approximately \$2 million, which includes costs associated with the electronic toll system operations, toll system and roadway maintenance, day-to-day system monitoring and administration, CHP enforcement, toll collection, customer service and media response services. Alameda CTC assists management with administration of the facility for a combined staff time of approximately one full-time equivalent, each year.

Additionally, the agency is responsible for executing and administering agreements and contracts for construction, administration and operation and maintenance of the Alameda County express lanes, including review and payment of invoices. Agency staff is responsible for the development of meeting agendas and staff reports including operations and project delivery status report updates and associated materials, which are presented to the Board at its monthly meetings.

- b. **Operations:** The following operational tasks are currently performed by the Capital Projects Team and are ongoing through FY2014-15:
 - Toll systems operations, day-to-day facility operations monitoring and routine maintenance; enforcement to deter toll and HOV

violations, illegal lane crossing and enhance safety; facilitating incident response/management, toll collection, customer service and media response related to toll facility operations; and reporting operational updates to the governing body, financial organizations and state and federal agencies;

- Coordination and consultation on tolling policy, dynamic pricing and industry standards, including providing research data for augmenting toll facility operations and maintenance for violation detection, local ordinance and changes to tolling policy;
 - Preparation and support for the Executive Steering Committee meetings and agency representation at express lane forums and meetings; and
 - Coordination of express lane development and policy with partner agencies to support future Alameda County express lanes (I-580 Express Lanes and I-680 Northbound Express Lane) in relation to the MTC Bay Area Express Lane Network.
- c. **Maintenance:** The I-680 Southbound Express Lane requires maintenance and emergency repairs of ITS elements, such as dynamic message signs, toll readers and lane controllers (computers), remote traffic monitoring stations, in-lay traffic monitoring stations, CCTV, communication and power connections, and roadway elements such as pavement, signs, lights, barrier and guard rails, etc. Staff is also responsible for managing the emergency on-call repairs of ITS elements to effectively manage traffic congestion in this express lane corridor.

In FY2014-15, the Capital Projects Team will continue to support the previously referenced activities.

- E. **Project controls:** The Capital Projects Team and Programming and Programs Team will perform the project control activities below for all programs and projects listed in the Overall Work Program in FY2014-15:

- perform project controls and monitoring;
- report on programs and projects, including preparing summaries of funding and expenditures, presentations, all project-related staff reports and supporting documentation for Alameda CTC's committees and Commission meetings, project fact sheets and web content for the agency website;
- manage project funding agreements including preparing, negotiating and recommending for execution all funding agreements and amendments in coordination with legal counsel and monitoring for agreement compliance;
- manage contracts including establishing baseline estimates, preparing, negotiating and recommending execution of all project-related professional

services contracts and amendments, subject to review by legal counsel and performing monitoring for contract compliance;

- review invoices, including processing and recommending payment for all project- and program-related expenditures;
- prepare and submit a reimbursement document for all project-related expenditures;
- solicit construction bids for projects for which Alameda CTC has advertise, award and administration responsibility;
- prepare and maintain high-quality, accurate funding plans for projects in the capital program;
- develop a cash-flow analysis, schedule and projection for each project;
- prepare quarterly funding plans and cash-flow updates for each project;
- obtain and maintain high-quality, accurate project management information for each project; including cost, scope, schedule, funding plan and cash-flow schedule;
- provide the Finance and Administration Team with project accrual needs and analysis of budget vs. actuals for project expenditures with material variances, including remaining balances for each grant;
- prepare an approval-ready draft and final Annual Strategic Plan; and
- prepare project-related projected funding and expenditure reports for the mid-year budget update and annual budget processes.

F. **Project delivery management:** In FY2014-15, the Capital Projects Team will perform all project delivery management activities from project inception to project closeout, for various capital projects outlined in the Overall Work Program:

- manage project-related professional services and construction contracts to ensure compliance with contract scope, budget and schedule;
- oversee and coordinate with project sponsors to ensure compliance with scope, budget and schedule in funding agreements;
- “troubleshoot” and resolve all project-delivery issues throughout the project life cycle (during all phases of projects) including project scope, schedule, budget, funding, communication, coordination, design standards, permitting, contracts and funding agreement issues;
- develop and revise selected project work plans for approval by the Commission;

- prepare and present project-related reports to Alameda CTC's committees and Commission; and
- attend and participate in meetings and discussions with partner agencies.

G. **Program administrative support:** Perform all administrative services and activities to support the projects and programs team, including:

- control and manage all project-related documents and information in electronic and hardcopy format;
- develop and prepare project fact sheets and project information, presentations and reports for various publications and communication mechanisms; and
- develop, coordinate and schedule meetings and events and prepare meeting materials.

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Section 7. Finance and Administration Team

- A. **Overview:** The Finance and Administration Team is responsible for all financial activities (such as budgets, accounting and financial reporting, financial and other audits, investment management and reporting, financing activities and debt management and payroll), administrative contracts and procurements, administration of the Alameda CTC Local Business Contract Equity Program, agency office administration, administrative support, human resources, information technology and risk management.
- B. **Budget:** Refer to Table 9 below.

Table 9: Finance and Administration Team Budget Summary

Category	Adopted FY2013-14	Proposed FY2014-15
Salaries and Benefits	\$1,779,191	\$1,746,591
Management and Support Contract Services	1,547,419	2,102,332
All Other Costs	5,465,185	7,873,890
Total Budget	\$8,791,795	\$11,722,812

- C. **Financial activities:** Alameda CTC prepares financial information for presentation and approval by the Commission in accordance with Public Utilities Code and Alameda CTC's Administrative Code. These codes require that Alameda CTC prepares and submits an annual budget, and any amendments that may be necessary, to the Commission for approval. They also require that Alameda CTC has its financial records audited by a Certified Public Accountant annually. In FY2014-15, the Finance and Administration Team will prepare the following budget and reports, oversee financing activities and debt management and prepare and process payroll on a semi-monthly basis.
1. **Budget:** Alameda CTC utilizes an elaborate zero-based budgeting process to prepare its annual budget. The capital budget works on a rolling-budget basis, so that any expenditure and correlating funding approved for a project remains available until that authority has been used. Each team submits its budget needs and available funding sources by project to the Finance and Administration Team, which develops the administrative budget needs and funding based on approved agreements, contracts and various other factors. Finance staff reviews all budget needs for appropriateness and assembles all information into a consolidated budget, ensuring adequate funding sources are available. The Finance and Administration Team prepares the budget according to fund type, including the General Fund, Special Revenue Funds, Exchange Fund, Debt Service Fund and Capital Project Funds, and provides more detail by Alameda CTC function including administration, planning, programs and capital projects, then presents the budget to the Commission for approval.

2. **Comprehensive Annual Financial Report:** Since FY2012-13, Alameda CTC has prepared its annual audited financial statements within a Comprehensive Annual Financial Report (CAFR) format. This reporting format includes the required independent auditor's opinion and is the format the Government Finance Officers' Association recommends as the most desirable format for financial reporting by governmental agencies, as it provides more detailed and transparent information that most constituents can understand. A CAFR includes an introductory section with a transmittal letter, which gives an overview and reviews the economic condition of the organization; a financial section, which includes the auditor's report and opinion; Management's Discussion and Analysis, which provides management's overview of the financial state of the organization; basic financial statements including notes to the financial statements; required supplementary information; and additional supplementary information, which includes a Schedule of Expenditures of Federal Awards, a statistical section and a Federal Compliance Information section.
3. **Quarterly Financial Reports:** The Finance and Administration Team prepares quarterly financial reports for Commission review and approval which compare year-to-date actual revenues and expenditures to budgeted revenues and expenditures by fund type, similar to how Alameda CTC presents the budget to the Commission. This quarterly report also includes explanations for actual expenditures with material variances from budgeted amounts.
4. **Quarterly Investment Reports:** The Finance and Administration Team prepares quarterly investment reports which provide detailed information on each holding in Alameda CTC's portfolio as of the last day of the preceding quarter, explanations for significant changes in balances, and return on investment. These reports, prepared for Commission review and approval, ensure that agency investments are in compliance with the adopted investment policy and that Alameda CTC has sufficient cash flow to meet expenditure requirements for at least the following six months. Alameda CTC uses an investment advisor to manage its overall portfolio. The quarterly investment report also includes an outlook of current market conditions and an investment strategy, which the investment advisor prepares, designed to maximize return without compromising safety and liquidity.
5. **Financing activities and debt management:** Alameda CTC issued \$137,145,000 of par bonds as part of its inaugural bond issuance in March 2014. The agency does not currently have plans to issue additional debt in FY2014-15; however, the Finance and Administration Team needs to manage the outstanding debt throughout the fiscal year. Management of the outstanding debt for FY2014-15 involves ensuring that the interest fund is properly funded with sales tax revenues at the trustee bank and that interest payments are made by the interest due dates. It also includes preparing and submitting all drawdown schedules to the trustee to reimburse the agency for expenditures intended to be funded by bond funds and keeping track of the balance in each bond fund. In addition, staff needs to ensure that all required disclosures, including the agency's CAFR, are

posted to the Electronic Municipal Market Access website by the related due date, depending on the disclosure.

6. **Payroll:** The Finance and Administration Team prepares and submits payroll on a semi-monthly basis by utilizing an external processing center automatic data processing. Alameda CTC uses an electronic timecard submission system which allows for electronic approvals. Timecards are extensive records and allow employees to specifically charge their time to the activity on which they spend their time.

- D. **Administrative contracts and procurement:** Alameda CTC procures and awards contracts funded by local, regional, state and/or federal fund sources. For federally funded contracts, the Disadvantaged Business Enterprises Program applies in accordance with federal regulations 49 C.F.R. Part 26, and as amended from time to time by the U.S. Department of Transportation.

In October 2013, the Commission adopted consolidated contracting and procurement policies to guide Alameda CTC in its procurement activities, streamline efforts and expand local business participation. At the beginning of each calendar year, staff prepares an administrative support contracting plan for approval by the Commission. This plan incorporates Alameda CTC's objectives as well as contract equity goals for the Disadvantaged Business Enterprise Program and the Alameda CTC Local Business Contract Equity (LBCE) Program. Staff spends the next several months implementing that plan so that all contracts are in place for the beginning of the following fiscal year. In FY2014-15, the Finance and Administration Team will lead all administrative contract and procurement efforts.

- E. **LBCE Program:** For contracts funded with local funds, Alameda CTC applies the LBCE Program originally adopted by ACTIA in 2000 with the specific purpose of encouraging businesses of all sizes to locate and remain in Alameda County, employ residents of Alameda County and spend Measure B funds for Alameda County businesses' goods and services. This program was updated in October 2013 and applies to contracts funded by Measure B and VRF funds or a combination of Measure B, VRF and local and regional funds. Contracts that include state and federal funds are excluded from the LBCE Program and must adhere to state and federal requirements. Alameda CTC contracts a portion of the LBCE Program administration services to a consultant to provide administrative support, professional services and construction contract program outreach, certification of local businesses in the LBCE Program, proposal review and bid analysis to determine program compliance and independent review of Alameda CTC's Annual Contract Equity Utilization Reports. In FY2014-15, the Finance and Administration Team will oversee this program.
- F. **Administration and administrative support:** In FY2014-15, the Finance and Administration Team will continue to coordinate administration and both staff and consultant administrative support services for Alameda CTC. The Finance and Administration Team provides accurate, timely and responsive, high-quality customer service and administrative support to all Alameda CTC Commissioners, community

advisory committee members, agency staff and consultants and the public. The team is responsible for smooth day-to-day office operations and facility maintenance.

- G. **Human resources (HR):** HR and personnel management services include developing a common compensation policy, complete review and updating of the *Human Resources Policies and Procedures Manual*, assisting with recruitment, personnel counseling services, personnel files and record keeping, staff development, review of internal processes such as performance reviews, benefit management, and other services to improve human resource functions. Alameda CTC outsources HR services through a contract the Commission approves annually as part of the administrative support contracts plan. All other human resource activities are handled by the Finance and Administration Team; however, when expertise is needed in any given area, staff can consult with HR professionals. This system works well for Alameda CTC, since staff has been downsized, and HR issues are minimal.
- H. **Information technology (IT):** Alameda CTC's IT services provide for the design, acquisition, deployment and management of computing and telecommunications resources at the agency. Alameda CTC's daily operation depends on a robust and functional computer network for work program documentation, data analysis and internal and external communications. IT services include user support, remote network hosting and management of the local area network, upgrade and maintenance of the central servers and workstations, web-based data services and technical support of office support systems including telephone, mobile communication, fax, copiers and audio-visual equipment. Alameda CTC outsources IT services through a contract the Commission approves annually as part of the administrative support contracts plan. IT support is just a phone call away to help address staff's computer issue or needs. IT consultants handle many issues remotely; however, the consultant has a regular weekly onsite schedule to address IT needs.
- I. **General counsel:** General counsel services include representation at Commission and committee meetings regarding parliamentary procedures, the Brown Act, the Levine Act and other legislative and administrative regulations that govern Alameda CTC's funding sources, projects and programs. General counsel also provides assistance in reviewing engineering, design and construction contracts; reviews funding and cooperative agreements; and provides assistance with others matters such as the Fair Political Practice Act, personnel matters, legislative programs and issues, legality and administration of federal Disadvantaged Business Enterprise programs, Alameda CTC's LBCE Program policies and programs and litigation support in areas such as eminent domain, CEQA issues, tort claims, construction claims and other contract disputes. Alameda CTC contracts legal services that the Commission approves annually as part of the administrative support contracts plan.
- J. **Risk management:** Risk management involves the procurement of insurance through an insurance broker or other pooling mechanism. Alameda CTC's current insurance broker was procured through a competitive process in 2012 that involved an interview process to assess insurance expertise. Insurance brokers are unable to solicit bids during this competitive process, because brokers are not allowed to solicit bids for the agency until Alameda CTC has signed off on their representation.

Section 8. Staffing

- A. **Overview:** The merger of the ACCMA and ACTIA in 2010 eliminated redundancies; created efficiencies in administration, planning, programs and project delivery; and streamlined legislative, policy and funding efforts. Alameda CTC remains committed to retaining its quality staff and maintaining the level of resources necessary to deliver transportation programs and projects and perform planning activities that help guide transportation development and funding decisions in Alameda County.
- B. **Staffing level:** In FY2014-15, Alameda CTC will continue to operate at the current staffing level, which increases the prospects for cross-functional growth and employee development in the organization; however, staff may need to reassess the agency's staffing plan in late 2014, depending on the outcome of the sales tax ballot measure reauthorization. In FY2014-15, each of the Alameda CTC teams will look for opportunities to rebalance its workload as employees retire or leave Alameda CTC, and staff will continue to evaluate staffing plans based on the organization's strategic goals.

Alameda CTC currently has 21 job classifications and 26 approved positions filled by 21 employees, including the executive director (refer to Table 10 below).

Table 10: Alameda CTC Approved Staffing Levels

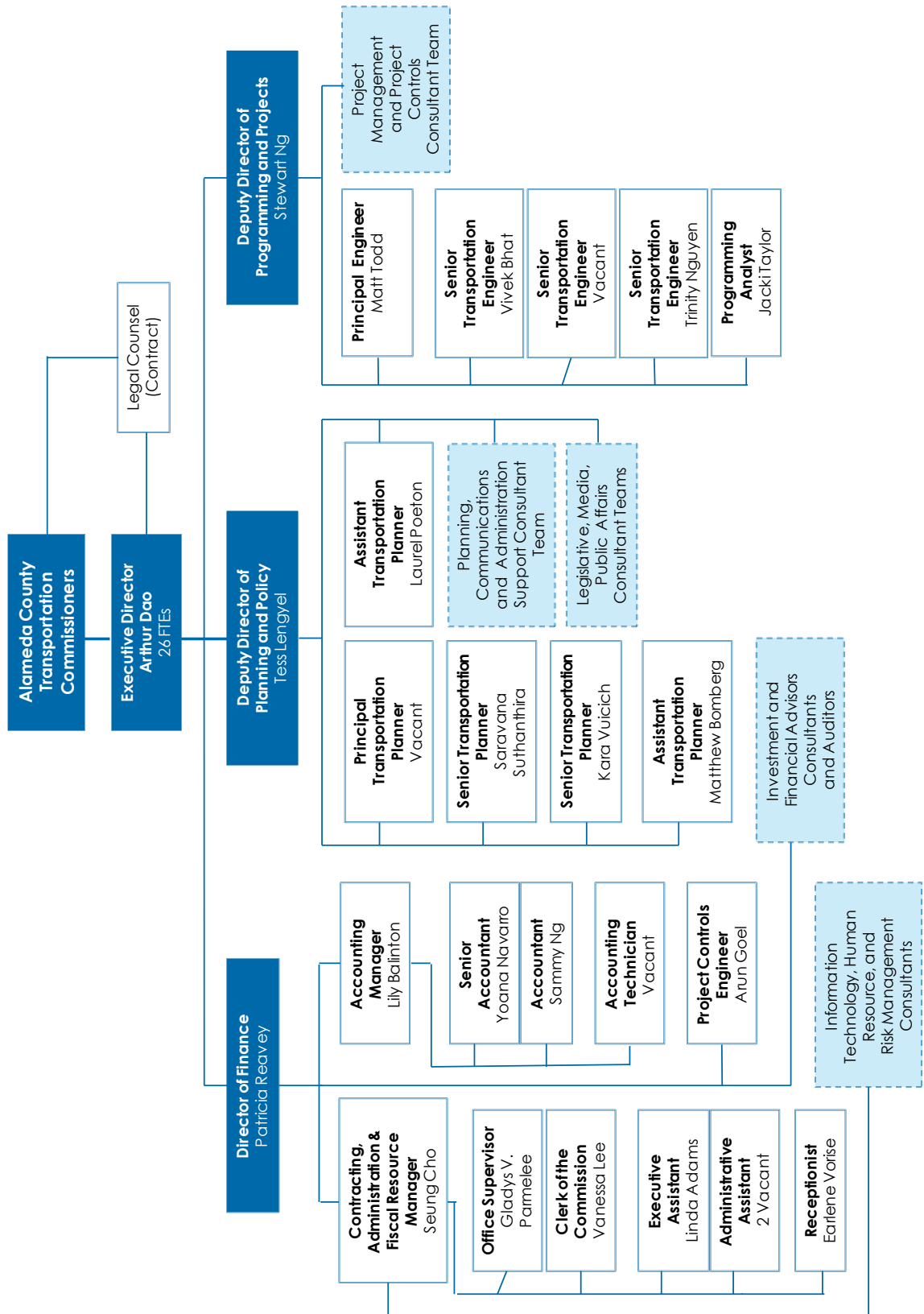
Staffing Plan	FY2013-14	FY2014-15	Net Change
Number of Positions	27.0	26.0	-1.0

The Commission approved a reduction of one position from the Planning and Policy Team for FY2014-15, which changed the number of approved positions from 27 to 26 (refer to Table 11 below). Refer to Figure 8 on the next page for an Alameda CTC staffing organizational chart.

Table 11: Alameda CTC Approved Staffing Levels by Team

Positions	FY2013-14	FY2014-15	Net Change
Executive Director	1.0	1.0	0.0
Planning and Policy	7.0	6.0	-1.0
Programming and Programs	4.5	4.5	0.0
Finance and Administration	13.0	13.0	0.0
Capital Projects	1.5	1.5	0.0
Total Positions	27.0	26.0	-1.0

Figure 8: Alameda CTC Staffing Organizational Chart (April 2014)



Appendix A: List of Acronyms

ABAG	Association of Bay Area Governments	FAC	Finance and Administration Committee
AC Transit	Alameda-Contra Costa Transit District	GRH	Guaranteed Ride Home Program
ACCMA*	Alameda County Congestion Management Agency	HDTs	Hospital Discharge Transportation Service Program
ACE	Altamont Commuter Express	HOV	high occupancy vehicle
ACTA	Alameda County Transportation Authority (1986 Measure B authority)	HR	human resources
ACTAC	Alameda County Technical Advisory Committee	I-580 PC	Interstate 580 Express Lanes Policy Committee
ACTIA*	Alameda County Transportation Improvement Authority (original 2000 Measure B authority)	IT	information technology
Alameda CTC	Alameda County Transportation Commission (current Measure B authority)	ITIP	State Interregional Transportation Improvement Program
ARM	adaptive ramp metering	ITS	intelligent transportation system
ARRA	American Recovery and Reinvestment Act	JPA	Joint Powers Authority
ATM	active traffic management	LAVTA	Livermore Amador Valley Transportation Authority
BAAQMD	Bay Area Air Quality Management District	LBCE	Local Business Contract Equity
BART	San Francisco Bay Area Rapid Transit District	LOS	level of service
BRT	bus rapid transit	LTP	Lifeline Transportation Program
BPAC	Bicycle and Pedestrian Advisory Committee	MAP-21	Moving Ahead for Progress in the 21st Century Act
Caltrans	California Department of Transportation	MTC	Metropolitan Transportation Commission
CAFR	Comprehensive Annual Financial Report	OBAG	One Bay Area Grant Program
CCTV	closed circuit television	PA/ED	project approval and environmental document
CEQA	California Environmental Quality Act	PAPCO	Paratransit Advisory and Planning Committee
CIP	Capital Improvement Program	ParaTAC	Paratransit Technical Advisory Committee
CMA	congestion management agency	PDA	priority development area
CMAQ	Federal Congestion Mitigation and Air Quality	PDA IGS	Priority Development Area Investment and Growth Strategy
CMATIP	Congestion Management Agency Transportation Improvement Program	PID	project initiation document
CMP	Congestion Management Program	PMO	project management oversight
CTC	California Transportation Commission	PMS	pavement management system
CWC	Citizens Watchdog Committee	PPC	Programs and Projects Committee
CWTP	Countywide Transportation Plan	PPLC	Planning, Policy and Legislation Committee
		RFP	request for proposals
		RM2	Regional Measure 2 (bridge toll)
		ROW	right of way
		RTIP	Regional Transportation Improvement Plan

Overall Work Program for FY2014-15

RTP	Regional Transportation Plan (MTC's Transportation 2035)	STP	Federal Surface Transportation Program
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act, a Legacy for Users (replaced by MAP-21)	STP/CMAQ	Surface Transportation Program/Congestion Mitigation and Air Quality
SCS	Sustainable Communities Strategy	TCRP	Transportation Congestion Relief Program
SC-TAP	Sustainable Communities Technical Assistance Program	TDM	transportation demand management
SI	software and systems integration	TFCA	Transportation Fund for Clean Air
SIP	State Implementation Plan/Strategic Investment Plan	TIP	Federal Transportation Improvement Program
SR2S	Safe Routes to School	TOS	traffic operations systems
STIP	State Transportation Improvement Program	VRF	Vehicle Registration Fee
		WSBTS	Wheelchair and Scooter Breakdown Transportation Service Program

*Merged to become Alameda County Transportation Commission in 2010.