



# Meeting Notice

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• [www.AlamedaCTC.org](http://www.AlamedaCTC.org)

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**Commission Vice Chair**  
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City of Oakland

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**City of Union City**  
Mayor Carol Dutra-Vernaci

**Executive Director**  
Arthur L. Dao

## Finance and Administration Committee

**Monday, June 9, 2014, 1:30 p.m.**

**1111 Broadway, Suite 800  
Oakland, CA 94607**

### Mission Statement

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

### Public Comments

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

### Recording of Public Meetings

The executive director or designee may designate one or more locations from which members of the public may broadcast, photograph, video record, or tape record open and public meetings without causing a distraction. If the Commission or any committee reasonably finds that noise, illumination, or obstruction of view related to these activities would persistently disrupt the proceedings, these activities must be discontinued or restricted as determined by the Commission or such committee (CA Government Code Sections 54953.5-54953.6).

### Reminder

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

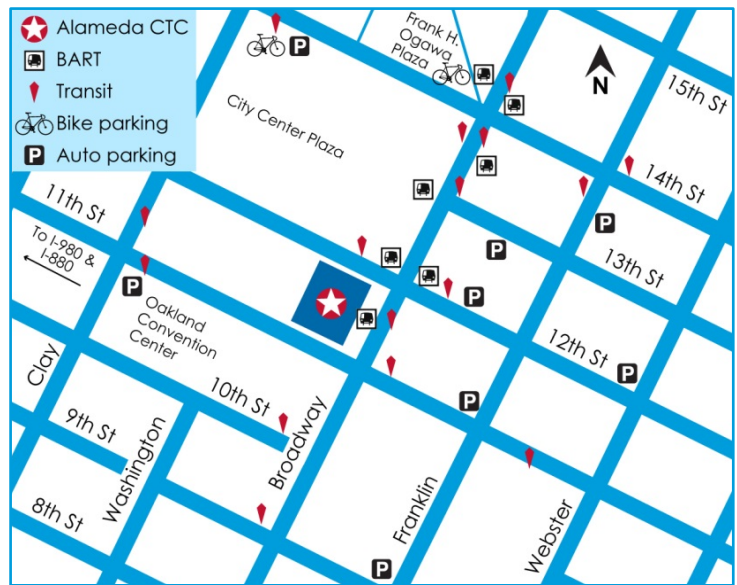
### Glossary of Acronyms

A glossary that includes frequently used acronyms is available on the Alameda CTC website at [www.AlamedaCTC.org/app\\_pages/view/8081](http://www.AlamedaCTC.org/app_pages/view/8081).

## Location Map

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

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



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

## Accessibility

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



## Meeting Schedule

The Alameda CTC meeting calendar lists all public meetings and is available at [www.AlamedaCTC.org/events/upcoming/now](http://www.AlamedaCTC.org/events/upcoming/now).

## Paperless Policy

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

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# Finance and Administration Committee Meeting Agenda Monday, June 9, 2014, 1:30 p.m.\*

\*Or immediately following the Programs and Projects Committee meeting

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• [www.AlamedaCTC.org](http://www.AlamedaCTC.org)

## 1. Pledge of Allegiance

## 2. Roll Call

## 3. Public Comment

**Chair:** Supervisor Richard Valle, Alameda County BOS  
**Vice Chair:** Director Tom Blalock, BART  
**Commissioners:** Marie Gilmore, Peggy Thomsen, Margaret Fujjoka  
**Ex-Officio Members:** Scott Haggerty, Rebecca Kaplan  
**Staff Liaison:** Patricia Reavey  
**Executive Director:** Arthur L. Dao  
**Clerk:** Vanessa Lee

## 4. Consent Calendar

Page A/I

### 3.1 [May 12, 2014 FAC Meeting Minutes](#)

1 A

Recommendation: Approve the May 12, 2014 meeting minutes.

## 5. Regular Matters

### 4.1. [Alameda CTC Proposed Overall Work Program and Consolidated Budget for FY2014-15](#)

5 A

Recommendation: Approve the Alameda CTC proposed consolidated budget for FY2014-15 and receive the Overall Work Program for FY2014-15

### 4.2. [FY2014-15 Measure B Paratransit Program Overview](#)

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## 5. Committee Member Reports (Verbal)

## 6. Staff reports (Verbal)

## 7. Adjournment

**Next Meeting:** July 14, 2014

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

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# Finance and Administration Committee Meeting Minutes Monday, May 12, 2014, 1:30 p.m.

3.1

1111 Broadway, Suite 800, Oakland, CA 94607 • PH: (510) 208-7400 • [www.AlamedaCTC.org](http://www.AlamedaCTC.org)

## 1. Roll Call

The clerk conducted a roll call. All members were present.

## 2. Public Comment

There were no public comments.

## 3. Consent Calendar

### 3.1. April 14, 2014 FAC Meeting Minutes

*Commissioner Blalock moved to approve the Consent Calendar. Commissioner Kaplan seconded the motion. The motion passed unanimously.*

## 4. Regular Matters

### 4.1. Sales Tax Revenue Budget For FY2013-14

Patricia Reavey recommended that that Commission approve the revised sales tax revenue budget for FY2013-14 of \$125 million and an increase in the corresponding pass-through and other budgeted expenditures based on the formulas established in the transportation expenditure plan. She stated that there is a proposed revision to the budget resulting in a 4.2 percent increase based on year-to-date receipts. Patricia stated that the budget revision results in additional resources of \$5 million and would authorize the corresponding pass-through and other expenditures based on the formulas established in the transportation expenditure plan.

Commissioner Kaplan wanted to know how much of the additional funding will go to formula based pass-through. Patricia stated that 60% of funding goes to programs most of which is directly passed through to Alameda County, the cities in Alameda County and BART and AC Transit.

*Commissioner Kaplan moved to approve this item. Commissioner Gilmore seconded the motion. The motion passed unanimously.*

### 4.2. Alameda CTC Draft Overall Work Program for FY2014-15

Patricia Reavey presented the Alameda CTC Overall Work Program (OWP) which was produced concurrently with the FY2014-15 budget. She covered the purpose of the plan and stated that it ties directly into the draft proposed budget. Patricia reviewed revenues and expenditures as they appear in the OWP for FY2014-15. She covered work activities for each work team including the planning and policy team, programming and programs team, capitol projects teams, and finance and administration team. Patricia presented the approved staffing level for FY2014/15 as compared to FY2013-14 and stated that any new major activities, not included or

financially resourced in the OWP, will require additional resources or be deferred to the following fiscal year. She concluded stating that the OWP describes Alameda CTC's plan to implement the Commission's direction and meet its strategic goals and objectives.

Commissioner Kaplan wanted to know the timeframe the work plan covers. Patricia stated it covers FY2014/15 which is July 1, 2014 thru June 30, 2015.

Commissioner Fujioka wanted to know the reason for the decrease in other revenues. Patricia stated that the significant change is related to revenues in the Exchange Fund due to the inability to collect on some historical CMA TIP exchange agreements.

*This item was for information only.*

#### **4.3. Fiscal Year 2014-15 Draft Proposed Consolidated budget for the Alameda County Transportation Commission**

Patricia Reavey recommended that the Commission approve the FY2014-15 draft proposed consolidated budget for the Alameda County Transportation Commission. She provided an overview of the development process and stated that the budget is broken down by fund type and includes revenue for implementation of critical planning and programming activities and project management and delivery of the \$2.5 million capital program. She stated that total revenues in the FY2014-15 budget are projected at \$188.9 million, \$127.5 million of which are sales tax revenues, \$38.6 million are grant funds, and \$12 million are VRF revenues, and that total expenditures are projected at \$265.0 million for a net change in fund balance of (\$76.1) million. She stated that the projected beginning fund balance is \$276.9 million, leaving a projected ending funds balance of \$200.8 million. She concluded by covering the proposed budget limitation calculations, which are in compliance with the 1% and 4.5% requirements, and stated that the proposed budget is sustainable for FY2014-15.

Commissioner Valle wanted to know how much of our budget comes from the federal government specifically from the surface transportation bill and how much of those funds are at risk. Art stated that the majority of federal funding comes through SCMAP and/or committed funding for capital programs and that staff will come back to the FAC with the information of the amount of federal funds in the budget that are at risk.

Commissioner Kaplan recommended possibly having the lobbyist come to Alameda county to tour significant transportation projects. Tess stated that staff would find out a time that the lobbyist was available and inquire about a visit to Alameda County.

*Commissioner Blalock moved to approve this item. Commissioner Kaplan seconded the item. The motion passed unanimously.*

#### **4.4. Alameda CTC FY2013-14 Third Quarter Investment Report**

Patricia Reavey recommended that the Commission approve the Alameda CTC FY2013-14 Third Quarter Investment Report. She stated that investments are in compliance with the adopted policy and the agency has sufficient cash flow to meet expenditure requirements over the next six months. Patricia stated that, in March, the Alameda CTC issued Sales Tax Revenue Bonds which significantly increased the total investment balance since the last quarter end statement. As of March 31, 2014, total cash investments was \$387.6 million. She informed the committee that the ACTA's investment balance decreased \$1.8 million, ACTIA's balance increased \$152.6 million and the CMA's investment balance increased \$0.6 million. Patricia concluded by stating that investment yields have declined compared to prior years.

Commissioner Valle wanted to know what financial institutions the agency used and recommended using a local bank or firm. Patricia stated that the Alameda CTC currently uses Union Bank and Wells Fargo Bank for most banking needs.

Commissioner Fujioka suggested that staff consider diversifying the banking institutions that are currently used and urged staff to consider not having all funds held at one bank.

Staff plans to get back to the FAC with recommendations on how we can use local banks for some banking services in the future.

*Commissioner Kaplan moved to approve this item. Commissioner Thomsen seconded the motion. The motion passed unanimously.*

#### **4.5. Alameda CTC FY2013-14 Third Quarter Financial Report**

Patricia Reavey recommended that the Commission approve the Alameda CTC FY2013-14 Third Quarter Financial Report. She highlighted revenues and expenditures for the general fund, special revenue funds, exchange fund, debt service fund and capital projects funds. She also covered variance due to specific projects including the East/West Connect project, I-580/Redwood Road Interchange project, BART Warm Springs Extension project, I-680 Express Lane project, Isabel Avenue-84/I-580 Interchange project, I-580 Westbound and Southbound HOV lane projects and I-80 Integrated Corridor Mobility project. She concluded by covering ACTIA's limitations calculations related to salary and benefits and administrative costs which were in compliance with the 1% and 4.5% requirements.

Commissioner Valle wanted to know if the Airport connector plan is included in the Transportation Expenditure plan (TEP). Art Dao stated that the project is included in the Measure B TEP.

*Commissioner Kaplan moved to approve this item. Commissioner Blalock seconded the motion. The motion passed unanimously (Haggerty absent).*

**5. Committee Member Reports (Verbal)**

There were no committee reports.

**6. Staff Reports**

There were no staff reports.

**7. Adjournment/ Next Meeting**

The meeting adjourned at 2:30 p.m. The next meeting is:

Date/Time: Monday, June 9, 2014 @1:30 p.m.

Location: Alameda CTC Offices, 1111 Broadway, Suite 800, Oakland, CA 94607

Attested by:



Vanessa Lee,  
Clerk of the Commission





# Memorandum

4.1

1111 Broadway, Suite 800, Oakland, CA 94607

• PH: (510) 208-7400

• www.AlamedaCTC.org

**DATE:** June 2, 2014

**SUBJECT:** Alameda CTC Proposed Consolidated budget and Overall Work Program for FY2014-15

**RECOMMENDATION:** Approve the Alameda CTC proposed consolidated budget for FY2014-15 and receive the Overall Work Program for FY2014-15

## Summary

### FY2014-15 Consolidated Budget

The Alameda County Transportation Commission's (Alameda CTC) FY2014-15 Proposed Consolidated Budget demonstrates a sustainable, balanced budget utilizing projected revenues and fund balance to fund total expenditures. A budget is considered balanced when (1) total revenues equal total expenditures, (2) total revenues are greater than total expenditures, or (3) total revenues plus fund balance are greater than total expenditures. The Alameda CTC budget should fit into this third category over the next few years, as the accumulation of Measure B and Vehicle Registration Fee (VRF) funds are utilized to fund capital projects and programs in Alameda County.

The proposed budget has been prepared based on the modified accrual basis of accounting, which is consistent with the basis of accounting utilized to prepare our audited financial statements. It has been segregated by fund type and includes an adjustment column to eliminate interagency revenues and expenditures on a consolidated basis. The fund types are comprised of General Funds, Special Revenue Funds, Exchange Fund, Debt Service Fund and Capital Project Funds.

The proposed budget contains projected revenues totaling \$188.9 million of which sales tax revenues comprise \$127.5 million, or 67 percent, and VRF revenues comprise \$12.0 million, or 6 percent. In addition, the proposed budget also includes a projected FY2013-14 ending fund balance of \$276.9 million for total available resources of \$465.8 million. The projected revenues are offset by \$265.0 million in anticipated expenditures of which \$174.9 million, or 66 percent, are allocated for capital projects. These revenue and expenditure totals constitute a net reduction in fund balance of \$76.1 million and a projected consolidated ending fund balance of \$200.8 million. The reduction in fund balance is mostly due to the Alameda County Transportation Improvement Authority's (ACTIA) capital program and will be funded through accumulated Measure B sales tax revenues and bond proceeds.

Approval of the Proposed Capital Projects budgets is requested for the amounts found in the "Proposed FY2014-15 Capital Budget with Estimated Roll Over" column on each of the capital budget sheets for the Congestion Management function, 2000 Measure B sales tax and 1986 Measure B sales tax. This column includes both the additional capital budget amount requested for FY2014-15 as well as an estimated roll over balance from FY2013-14. The capital amount carried forward to the consolidated Alameda CTC Proposed Budget sheet does not include the roll forward balances because these amounts are still included in the projected roll forward fund balance from the FY2013-14 adopted budget. During the mid-year budget update process, the roll forward fund balance will be updated to actual based on the audited financial statements. Therefore, the capital budget amount on the consolidated budget spreadsheet for the mid-year budget update will be for the full capital budget including both the actual roll forward balance from FY2013-14 and any additional requested capital budget for FY2014-15. This methodology is required to ensure accurate and reliable fund balance information in Alameda CTC budgets.

The proposed budget includes revenues and expenditures necessary to provide the following vital programs and planning projects for Alameda County:

- Measure B Discretionary Grants and Pass-Through Funding Programs
- Vehicle Registration Fee Programs
- Transportation For Clean Air Programs
- Sustainable Communities Technical Assistance Program
- Transportation and Land Use Planning
- Safe Routes to School (SR2S) Program
- SR2S BikeMobile Program
- 2014 Transportation Expenditure Plan/New Ballot Measure
- Countywide Transportation Plan
- Integrated Arterial Corridor Strategy
- Countywide Goods Movement Plan
- Congestion Management Programs
- Community Based Transportation Plan
- Guaranteed Ride Home Program
- Countywide Bicycle and Pedestrian Plan
- Travel Demand Model Support

In addition to the planning projects and programs listed above, the proposed budget also contains revenues and expenditures necessary to fund and deliver significant capital projects that expand access and improve mobility in Alameda County consistent with the FY2014-15 Strategic Plan also being considered this month by the Commission. Some of the more significant projects included in the proposed budget are as follows:

- BART Warm Springs Extension Project
- I-580 Corridor Improvements Project

- I-580 Express Lanes Projects
- I-880 to Mission Boulevard East-West Connector Project
- Route 84 Expressway Project
- I-80 Integrated Corridor Mobility Project
- Isabel Avenue – Route 84/I-580 Interchange Project
- Route 238/Mission-Foothill Corridor Improvement Project
- Route 92 Clawiter-Whitesell Interchange and Reliever Route Project
- I-680 Express Lanes Project
- I-880 North Safety & Operations Improvements at 23<sup>rd</sup> & 29th Project
- BART Oakland Airport Connector Project

The proposed budget allows for an additional inter-fund loan from the ACTA Capital Fund to the Alameda County Congestion Management Agency (ACCMA) General Fund of \$5 million, if and when necessary during FY2014-15, which would bring the total authorized loan amount to \$15 million. The loan program was adopted by the Commission in March, 2011 to help cash flow the ACCMA Capital Projects Fund.

#### Overall Work Program for FY2014-15

The purpose of the Overall Work Program for FY2014-15 (FY2014-15 OWP) is to provide the Commission with summary information of major agency workflow activities in core functions to meet its strategic goals and objectives to plan, fund and deliver transportation programs and projects. The FY2014-15 OWP also serves as a guide to focus agency staff efforts and resources on critical core activities to ensure efficiency.

The FY2014-15 OWP details the development of the budget and the proposed budget authority requested therein, including budget needs related to activities expected to be completed by each Alameda CTC work team during FY2014-15. The FY2014-15 budget needs, which ties directly into the FY2014-15 Proposed Budget, are provided alongside the prior fiscal year's adopted budget in the FY2014-15 OWP for comparative purposes.

Once both the FY2014-15 OWP and the Proposed Budget for FY2014-15 are adopted, any new major activities, not included and financially resourced in the FY2014-15 OWP, would require additional resources or be deferred to the following fiscal year.

#### **Background**

The proposed budget for FY2014-15 was developed concurrently with the FY2014-15 Overall Work Program for the Alameda CTC. Both documents focus on the mission and core functions of the Alameda CTC as defined in the Strategic Business Plan and enable the Alameda CTC to plan, fund and deliver transportation programs and projects that expand access and improve mobility in Alameda County. The proposed budget helps meet these goals by assigning available resources in the budget to formulate strategies and solutions for transportation opportunities and needs identified in planning processes; assigning the funding necessary to evaluate, prioritize, and finance programs and projects; and

programming funds in order to deliver quality programs and projects in Alameda County on schedule and within budget.

The FY2014-15 OWP provides details of expenditures and revenues by category in the budget for each of the four Alameda CTC work teams—the Planning and Policy Team, Programming and Programs Team, Finance and Administration Team and Capital Projects Team—which is further broken out by categories including salaries and benefits, management and support contract services and other costs. In addition, it provides an overview of staffing levels by Alameda CTC work team and the changes from the prior fiscal year. Graphs within the FY2014-15 OWP help to illustrate the organizational structure by function and at the staffing level, the strategic planning process, revenues by source, expenditures by category, Measure B and Vehicle Registration Fee fund allocations and ridership performance of the Central County Taxi Program, a 2000 Measure B discretionary gap grant funded project. The detailed information is designed to give the reader a transparent view of the responsibilities and activities of the Alameda CTC, the level of resources necessary to accomplish these activities, and demonstrate that the Alameda CTC is a good steward of public funds for Alameda County.

It is expected that current staffing levels and resources should be adequate to meet the needs for FY2014-15, although it will require all staff to be prudent of available funding throughout the year. Unanticipated tasks may require staff to identify additional staffing and/or funding resources in order to meet demands outside of the Alameda CTC's defined scope of work. This may also change if the new ballot measure passes in November 2014, which will require Alameda CTC staff to reassess the FY2014-15 OWP as part of the mid-year budget update process later in the fiscal year.

#### Major Line Item Detail

Sales Tax Revenues – Increase of \$2.5 million, or 2 percent, over the FY2013-14 Revised Budget of \$125.0 million to \$127.5 million. This proposed sales tax revenue amount of \$127.5 million exceeds historical peak actual collections of \$121.1 million collected in FY2012-13 for Measure B.

Vehicle Registration Fee (VRF) Revenues – Increase of \$0.5 million, or 4.3 percent, over the FY2013-14 Revised Budget of \$11.5 million to \$12.0 million. This projection is based on revenues received since the beginning of the program as we now have two full years of collection data to use as a basis for projections.

Grant Revenues – Decrease of \$38.9 million, or 50.2 percent, from the FY2013-14 Revised Budget to \$38.7 million due to capital project roll forward balances accounted for in the budgeted fund balance rolled forward from FY2013-14.

Salaries and Benefits – Decrease of \$0.2 million, or 3.7 percent, from the FY2013-14 Revised Budget of \$4.0 million to \$3.8 million. The proposed budget for FY2014-15 provides funding for

22 of the 26 approved Full Time Equivalent (FTE) positions in compliance with the approved salary and benefit structure.

General Office Expenses – Increase of \$2.4 million, or 48.7 percent, from the FY2013-14 Revised Budget of \$5.0 million to \$7.5 million mostly due to the inclusion of interest expense for debt service which is offset by the elimination of bond closing costs and one-time office relocation costs in the FY2014-15 budget.

Other Administration – Increase of \$0.6 million, or 35.9 percent, from the FY2013-14 Revised Budget of \$1.5 million to \$2.1 million mostly related to a shift in identifying administrative support costs in the budget related to administration versus programs and planning.

Planning Expenditures – Increase of \$3.2 million, or 93.2 percent, over the FY2013-14 Revised Budget to \$6.7 million to support the Sustainable Communities Technical Assistance Program.

Programs Expenditures – Increase of \$0.2 million, or 0.2 percent, over the FY2013-14 Revised Budget of \$99.2 million to \$99.4 million mostly due to an increase in pass-through funding based on a calculation of sales tax receipts as prescribed in the 2000 Measure B Transportation Expenditure Plan.

Capital Projects Expenditures – Decrease of \$67.0 million, or 31.5 percent, from the FY2013-14 Revised Budget to \$145.8 million due to the capital budget rolled from FY2013-14 included in the roll forward fund balance from the FY2013-14 Revised Budget.

#### Limitation Ratios

The ACTIA Salary and Benefits Limitation ratio of 0.58 percent and the Administrative Cost Limitation ratio of 2.3 percent were calculated based on the proposed budgeted expenditures and were found to be in compliance with the 1.00 percent and 4.5 percent limitation requirement, respectively.

#### **Fiscal Impact**

The fiscal impact of the FY2014-15 Proposed Consolidated Budget would be to provide resources of \$188.9 million and authorize expenditures of \$265.0 million with an overall decrease in fund balance of \$76.1 million for a projected ending fund balance of \$200.8 million.

## Attachments

- A. Alameda CTC FY2014-15 Proposed Consolidated Budget
- B. Congestion Management FY2014-15 Proposed Capital Projects Budget
- C. 2000 Measure B Sales Tax FY2014-15 Proposed Capital Projects Budget
- D. 1986 Measure B Sales Tax FY2014-15 Proposed Capital Projects Budget
- E. 2000 Measure B Sales Tax FY2014-15 Proposed Budget Limitations Calculations
- F. Alameda CTC Proposed Overall Work Program for FY2014-15

## Staff Contact

[Patricia Reavey](#), Director of Finance

[Seung Cho](#), Contracting, Administration and Fiscal Resource Manager

	Projected Beginning Fund Balance									
	General Funds	Special Revenue Funds	Exchange Fund	Debt Service Fund	Capital Project Funds	Inter-Agency Adjustments/ Eliminations	Total			
	\$ 23,081,829	\$ 18,698,051	\$ 1,338,164	\$ 20,335,856	\$ 213,432,928	-	\$ 276,886,828			
<b>Revenues:</b>										
Sales Tax Revenues	5,737,500	72,935,738	-	-	48,826,762	-	127,500,000			
Investment Income	-	-	-	-	865,000	-	865,000			
Member Agency Fees	1,394,819	-	-	-	-	-	1,394,819			
VRF Funds	42,432	12,000,000	65,676	-	425,000	(533,108)	12,000,000			
Other Revenues	168,576	2,155,746	6,415,367	-	697,035	(937,231)	8,499,492			
Grants	11,529,674	886,532	-	-	55,877,351	(29,637,847)	38,655,709			
Total Revenues	18,873,001	87,978,016	6,481,043	-	106,691,147	(31,108,187)	188,915,020			
<b>Expenditures:</b>										
<u>Administration</u>										
Salaries and Benefits	1,560,041	-	-	-	186,551	-	1,746,591			
General Office Expenses	1,571,549	45,250	-	5,653,839	229,307	(41,055)	7,458,890			
Other Administration	1,657,294	29,000	-	-	445,085	(29,048)	2,102,332			
Commission and Community Support	195,000	33,000	-	-	20,000	(33,000)	215,000			
Contingency	175,000	-	-	-	25,000	-	200,000			
<u>Planning</u>										
Salaries and Benefits	688,415	-	-	-	-	-	688,415			
Planning Management and Support	517,865	-	-	-	-	-	517,865			
Transportation Planning	7,666,002	-	-	-	-	(2,026,077)	5,639,925			
Congestion Management Program	575,000	-	-	-	-	(75,000)	500,000			
<u>Programs</u>										
Salaries and Benefits	328,561	636,813	69,917	-	-	(263,350)	771,941			
Programs Management and Support	113,370	928,443	3,000	-	-	-	1,044,813			
Safe Routes to School Programs	1,926,500	-	-	-	-	(10,775)	1,915,725			
VRF Programming and Other Costs	-	12,164,108	-	-	-	(108,108)	12,056,000			
Measure B Pass-Through	-	66,874,096	-	-	-	-	66,874,096			
Grant Awards	-	6,364,621	-	-	-	(741,127)	5,623,494			
Other Programming	135,000	5,623,749	6,342,450	-	-	(204,745)	11,896,454			
<u>Capital Projects</u>										
Salaries and Benefits	-	-	-	-	944,399	(325,216)	619,183			
Project Management and Support	-	-	-	-	3,614,328	-	3,614,328			
Capital Project Expenditures	-	-	-	-	169,386,662	(27,839,252)	141,547,410			
<u>Indirect Cost Recovery/Allocation</u>										
Indirect Cost Recovery from Capital, Spec Rev & Exch Funds	(588,566)	-	-	-	-	588,566	-			
Total Expenditures	16,521,030	92,699,080	6,415,367	5,653,839	174,851,332	(31,108,187)	265,032,461			
Net Change in Fund Balance	2,351,971	(4,721,064)	65,676	(5,653,839)	(68,160,184)	-	(76,117,440)			
Projected Ending Fund Balance	\$ 25,433,800	\$ 13,976,987	\$ 1,403,840	\$ 14,682,017	\$ 145,272,744	\$ -	\$ 200,769,388			

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Alameda County Congestion Management Function  
Fiscal Year 2014-2015  
Proposed Capital Project Budget

Project Name	Project #	Estimated FY 2013-14 Rollover to FY 2014-15	Proposed FY 2014-15 Capital Budget	Proposed FY 2014-15 Capital Budget w/ Estimated Rollover	Funding Sources					
					Total Local Funding Sources	Total Regional Funding Sources	Total State Funding Sources	Total Federal Funding Sources		
					\$	-	\$	-	\$	-
I-580 San Leandro Soundwall/Landscape	774.0-1	\$ 13,393	-	\$ 13,393	\$	-	-	-	13,393	
Grand MacArthur	702.0	25,956	(3,956)	22,000		-	-	-	22,000	
I-680 HOT Lane	710.0-5	511,085	(200,000)	311,085		311,085	-	-	-	
I-680 Northbound HOV / Express Lane	721.0	715,789	800,000	1,515,789		1,515,789	-	-	-	
I-80 Gilman Interchange Improvements	765.0	391,172	250,000	641,172		141,204	-	-	499,968	
Smart Corridors Operation and Maintenance	945.0	927,612	425,000	1,352,612		1,352,611	-	-	-	
Smart Corridors Operation and Maintenance/Tri-Valley	945.1	47,145	(47,145)	-		-	-	-	-	
Caldecott Tunnel	716.0	380,533	900,000	1,280,533		1,280,533	-	-	-	
I-880 North Safety & Op Improv 23rd&29th	717.0	4,255,926	1,690,331	5,946,257		3,239,353	2,679,399	11,453	16,052	
I-580 Environmental Mitigation	720.3	197,196	-	197,196		-	197,196	-	-	
I-580 Eastbound Express (HOT) Lane	720.4	952,630	8,144,209	9,096,839		2,853,209	362,565	1,294,448	4,586,616	
I-580 Eastbound Auxiliary (AUX) Lane	720.5	3,169,489	8,022,500	11,191,989		8,891,988	2,300,000	-	-	
I-580 Westbound HOV Lane	724.0, 4-5	368,085	16,767,825	17,135,910		15,226,380	490,099	1,419,431	-	
I-580 Westbound HOT Lane	724.1	1,493,344	4,074,715	5,568,059		3,825,551	-	1,742,508	-	
Altamont Commuter Express Operations	725.0	10,000	10,000	20,000		20,000	-	-	-	
Altamont Commuter Express	725.1	1,672,363	(68,383)	1,603,980		1,526,329	-	77,652	-	
I-880 Southbound HOV Lane	730.0-2	5,053,275	(981,486)	4,071,789		3,531,790	-	-	540,000	
I-880 Southbound HOV Lane Landscaping/Hardscaping	730.3	9,000	6,000	15,000		15,000	-	-	-	
Webster Street Smart Corridor	740.0-2	126,707	-	126,707		81,990	-	-	44,717	
Marina Boulevard/I-880 PSR	750.0	99,681	-	99,681		99,681	-	-	-	
I-680/880 Cross Connector PSR	770.0	342,432	-	342,432		342,432	-	-	-	
I-680 SB HOV Lane	772.0	(69,173)	3,454,925	3,385,752		3,385,752	-	-	-	
Route 84 Widening Project - Pigeon Pass to Interstate 680	780.0	150,000	1,500,000	1,650,000		1,650,000	-	-	-	
I-80 Integrated Corridor Mobility	791.0-6	8,173,658	8,753,021	16,926,679		323,050	-	16,550,952	52,677	
		\$ 29,017,298	\$ 53,497,557	\$ 82,514,854		\$ 49,613,728	\$ 6,029,259	\$ 21,096,444	\$ 5,775,423	

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2000 Measure B Sales Tax  
Fiscal Year 2014-2015  
Proposed Capital Project Budget

Project Name	Project #	Estimated		Funding Sources			
		FY 2013-14	FY 2014-15	Proposed			
				Capital Budget	Capital Budget w/ Estimated	Total Local Funding Sources	Total State Funding Sources
		Rollover to FY 2014-15			Rollover		
ACE Capital Improvements	601.0	\$	1,704,890	\$	4,534,890	\$	- \$
BART Warm Springs Extension	602.0		97,135		50,097,135		-
BART Oakland Airport Connector	603.0		4,898,958		4,898,958		-
Downtown Oakland Streetscape	604.0		3,782,700		3,782,700		-
Telegraph Avenue Bus Rapid Transit	607.1		1,062,991		1,062,991		-
I-680 Express Lane	608.0-1		693,095		6,393,095		-
Iron Horse Trail	609.0		1,000,000		1,000,000		-
I-880/Broadway-Jackson Interchange	610.0		2,277,882		2,277,882		-
I-580/Castro Valley Interchanges Improvements	612.0		3,453,037		3,453,037		-
Lewelling/East Lewelling	613.0		617,222		617,222		-
I-580 Auxiliary Lanes	614.0		1,230		1,230		-
I-580 Auxiliary Lanes - Westbound Fallon to Tassajara	614.1		212,000		212,000		-
I-580 Auxiliary Lanes - Westbound Airway to Fallon	614.2		1,076,332		2,101,332		-
I-580 Auxiliary Lanes - E/B El Charro to Airway	614.3		45,986		45,986		-
Rte 92/Clawiter-Whitesell Interchange	615.0		365,497		7,065,497		-
Hesperian/Lewelling Widening	617.1		599,622		599,622		-
Westgate Extension	618.1		322,180		322,180		-
E. 14th/Hesperian/150th Improvements	619.0		2,191,871		2,191,871		-
I-238 Widening	621.0		294,164		294,164		-
I-680/I-880 Cross Connector Study	622.0		351,773		351,773		-
Isabel - Route 84/I-580 Interchange	623.0		10,535,576		10,535,576		-
Route 84 Expressway	624.0-3		525,059		22,175,059		-
Dumbarton Corridor	625.0		82,746		82,746	30,000	-
Dumbarton Corridor - Central Avenue Overpass	625.1		2,900,000		2,900,000		-
I-580 Corridor Improvements	626.0		-		26,467,832		-
I-80 Integrated Corridor Mobility	627.2		335,000		335,000		-
I-880 Corridor Improvements in Oakland and San Leandro	627.3		2,933,103		2,933,103		-
CWTP/TEP Development	627.4		48,000		48,000		-
Studies at Congested Segments/Locations on CMP	627.5		349,000		349,000		-
Project Management / Closeout	600.0		-		2,500,000		-
		\$	42,757,049	\$	159,629,881	\$	- \$

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**1986 Measure B Sales Tax  
Fiscal Year 2014-2015  
Proposed Capital Project Budget**

Project Name	Project #	Estimated		Proposed FY 2014-15 Capital Budget	Proposed FY 2014-15 Capital Budget w/ Estimated Rollover
		FY 2013-14 Rollover to FY 2014-15	FY 2014-15		
I-880 to Mission Blvd. Route 262 Interchange Reconstruction	501.0	\$ 481,414	\$ -	\$ -	\$ 481,414
I-880 to Mission Blvd. and East-West Connector	505.0	22,410,397	-	-	22,410,397
Route 238/Mission-Foothill-Jackson Corridor Improvement	506.0	5,632,273	1,500,000	1,500,000	7,132,273
I-580 Interchange Improvements Project in Castro Valley (for ACTIA 12/612.0)	507.0	1,743,036	2,000,000	2,000,000	3,743,036
Central Alameda County Freeway System Operational Analysis	508.0	1,099,692	-	-	1,099,692
Castro Valley Local Area Traffic Circulation Improvement	509.0	2,080,224	-	-	2,080,224
Project Closeout	500.0	272,063	75,000	75,000	347,063
		<u>\$ 33,719,099</u>	<u>\$ 3,575,000</u>	<u>\$ 3,575,000</u>	<u>\$ 37,294,099</u>

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**2000 Measure B Sales Tax  
Fiscal Year 2014-2015  
Proposed Budget Limitation Calculations**

Net Sales Tax	\$	127,500,000	A
Investments & Other Income		<u>5,268,622</u>	B
Funds Generated	\$	132,768,622	C
Administrative Salaries & Benefits	\$	737,354	D
Other Administration Costs		<u>2,106,376</u>	E
Total Administration Costs	\$	2,843,730	F

Gross Salaries & Benefits to Net Sales Tax 0.5783% = D/A

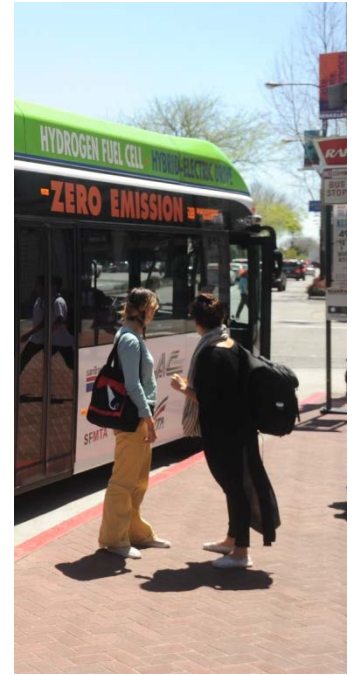
Gross Salaries & Benefits to Funds Generated 0.5554% = D/C

Total Administration Costs to Net Sales Tax 2.2304% = F/A

*\* Sales tax reauthorization ballot costs budgeted in the amount of \$1.4 million are not included in other administrative costs. They will be paid from prior year excess administrative costs limitation calculation balances.*

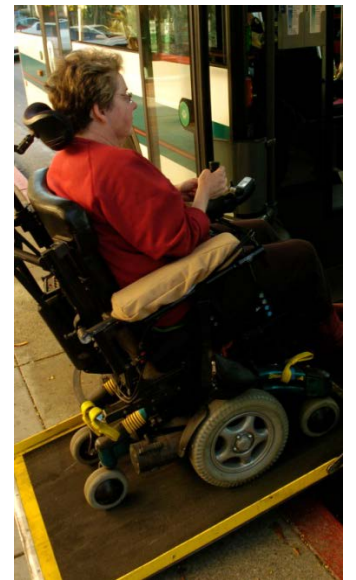
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FISCAL YEAR 2014-2015

## 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

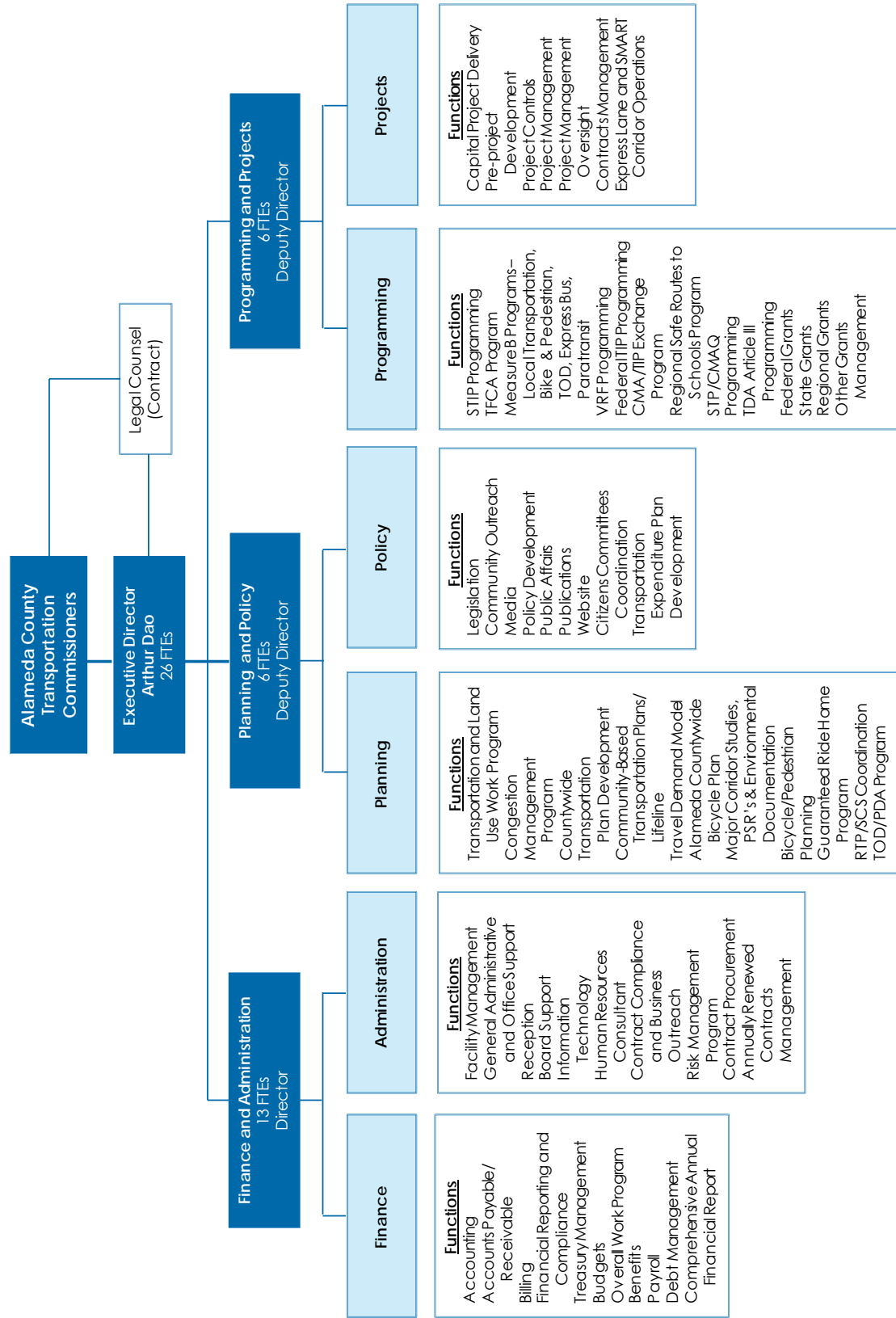


- D. **Organizational chart:** Alameda CTC's functional organization chart is updated on an annual basis or as needed due to staffing changes (refer to Figure 1 on the next page).
- E. **Commission and Committees:** Alameda CTC is governed by a 22-member Commission whose primary goal is to oversee the 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)



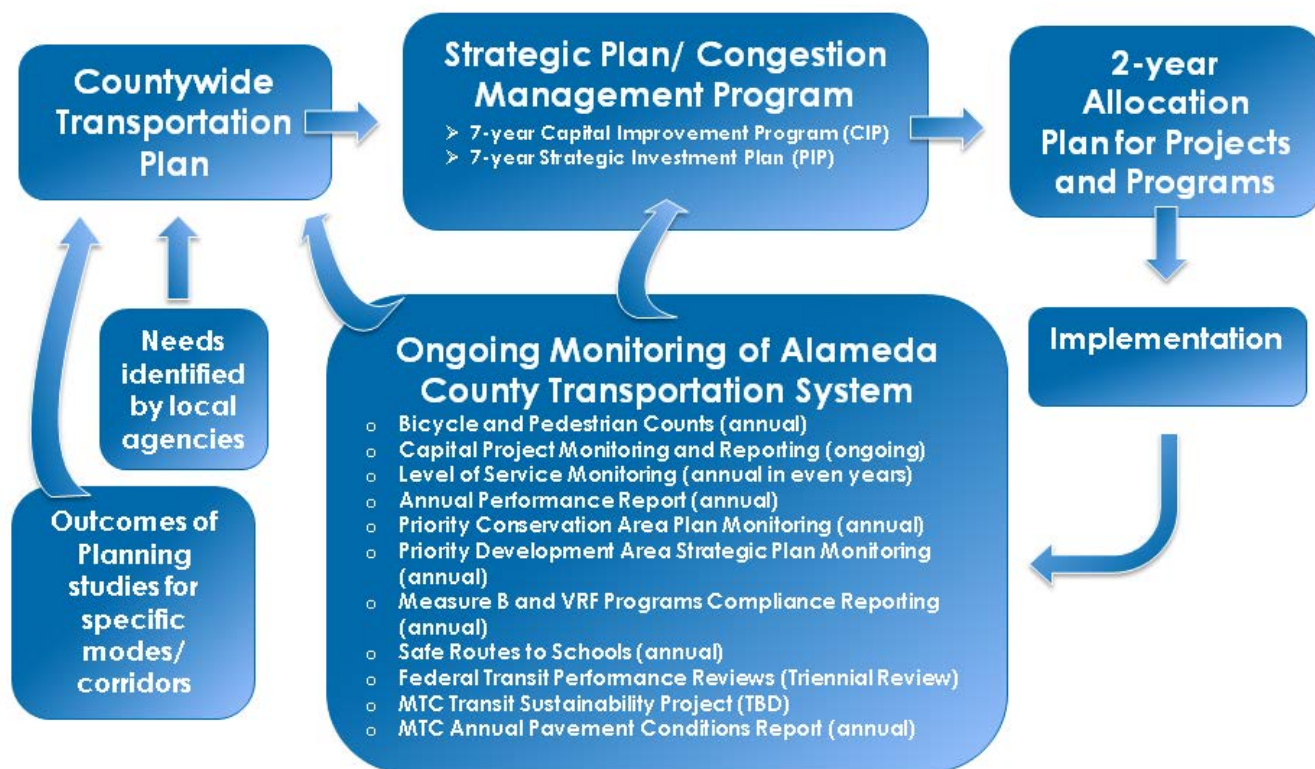
3. **Programs and Projects Committee (PPC):** PPC members must be Commission members and are appointed by the Commission chair. The PPC's functions and authority include local, state and CMA Transportation Improvement Program (TIP), Transportation Fund for Clean Air (TFCA), VRF programs and Expenditure 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

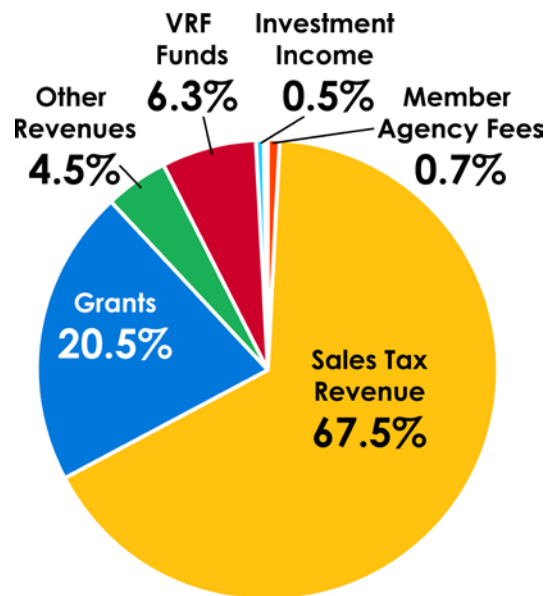
- A. **Overview:** Alameda CTC's FY2014-15 budget represents the allocation of resources to administration, planning, programming and programs and capital projects for the next fiscal year. A summarized version of the proposed FY2014-15 budget is compared to a summarized version of the adopted FY2013-14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

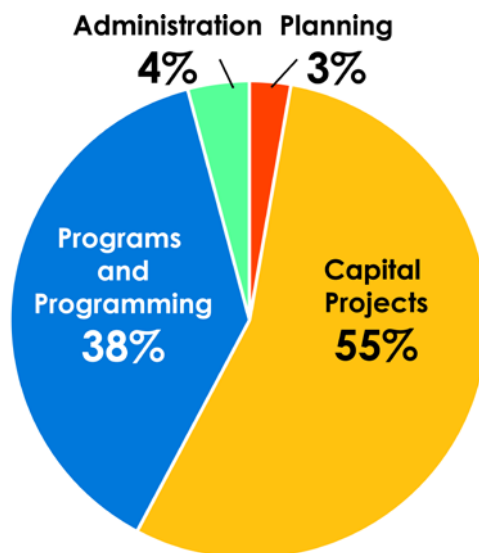
- c. **Bond proceeds:** Upon closing of the bond transaction in March 2014, the par amount of bond proceeds, net of closing costs, in the amount of \$136.6 million was deposited into the Project Fund with the trustee. Alameda CTC will use these proceeds to fund the 2000 Measure B capital program as authorized 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.
1. **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.
  2. **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.

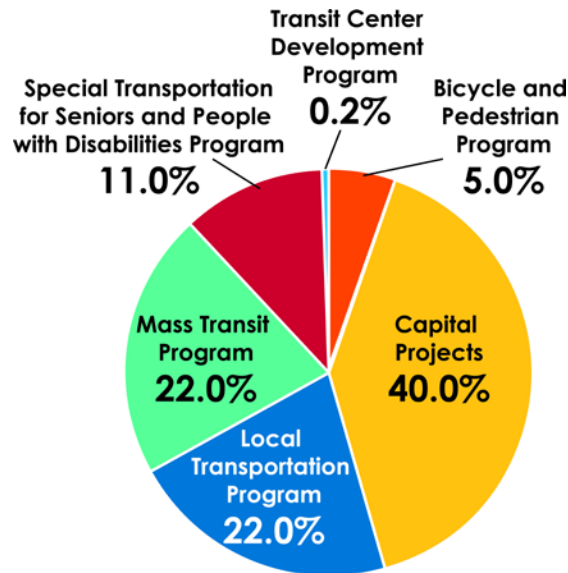
1. **Strategic Investment Plan (SIP):** In March 2013, Alameda CTC approved a new process and framework for strategic planning and programming efforts by the agency. To meet legislative requirements and help maintain and improve the performance of the multimodal transportation system, Alameda CTC will 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



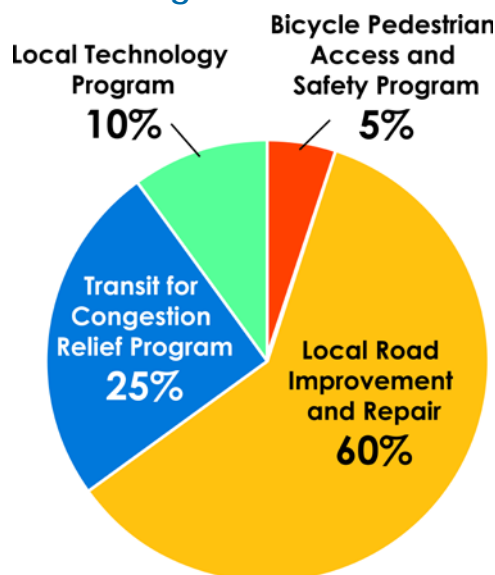
- c. **2000 Measure B Strategic Plan:** The Capital Projects Team is responsible for preparing an annual Strategic Plan to guide the continuing implementation of the 27 projects identified in the 2000 Measure B Transportation Expenditure Plan. This exercise also includes addressing remaining capital 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.

C. **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).

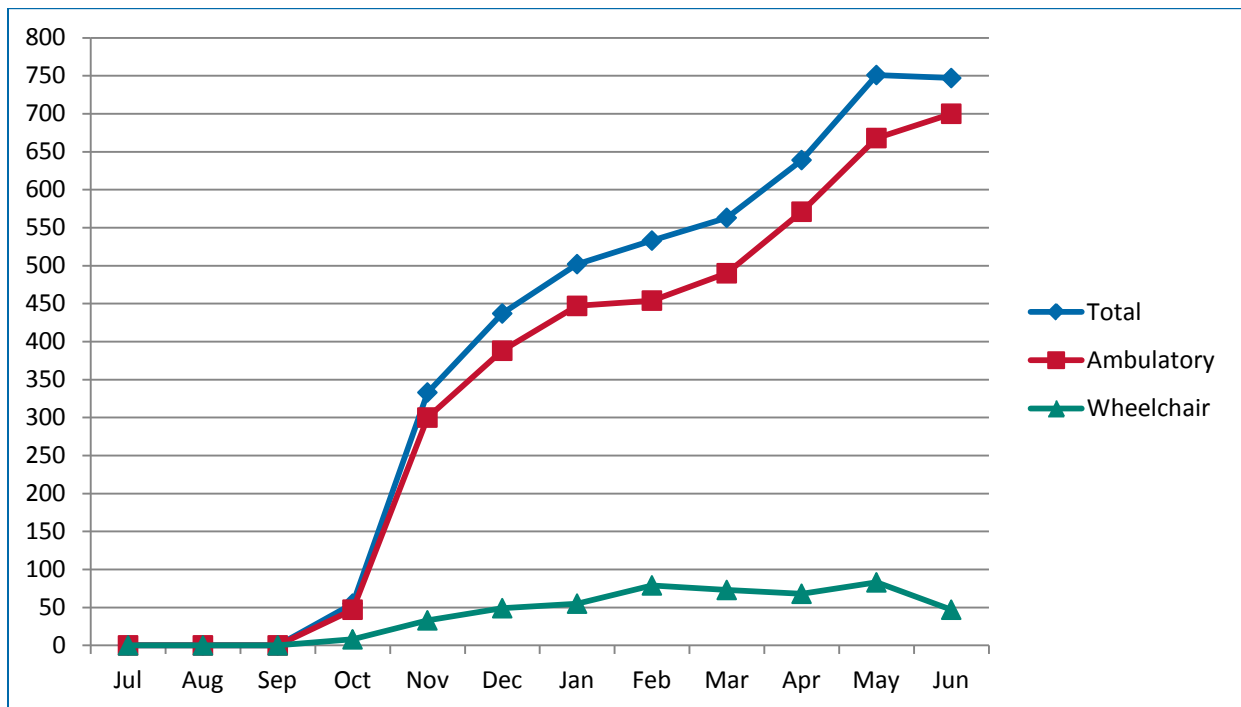


Alameda CTC successfully secured approximately \$420 million in Proposition 1B Bond funding to complete the \$800 million Alameda CTC I-Bond construction program. The seven projects that use Proposition 1B funds are complete or under construction (refer to Table 8 in Section 7 for a project list).

- 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.
- D. **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.

- E. **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:
1. **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.
  2. **Technical advisory committees:** The Programming and Programs Team prepares agendas and materials and participates in the ACTAC meetings.
  3. **Standing committee:** The Programming and Programs Team prepares agendas and materials and participates in the Alameda CTC PPC meetings.
  4. **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. 602.0):** 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. 603.0):** 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. 604.0):** 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 <sup>rd</sup> /29 <sup>th</sup> 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 85<sup>th</sup> 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

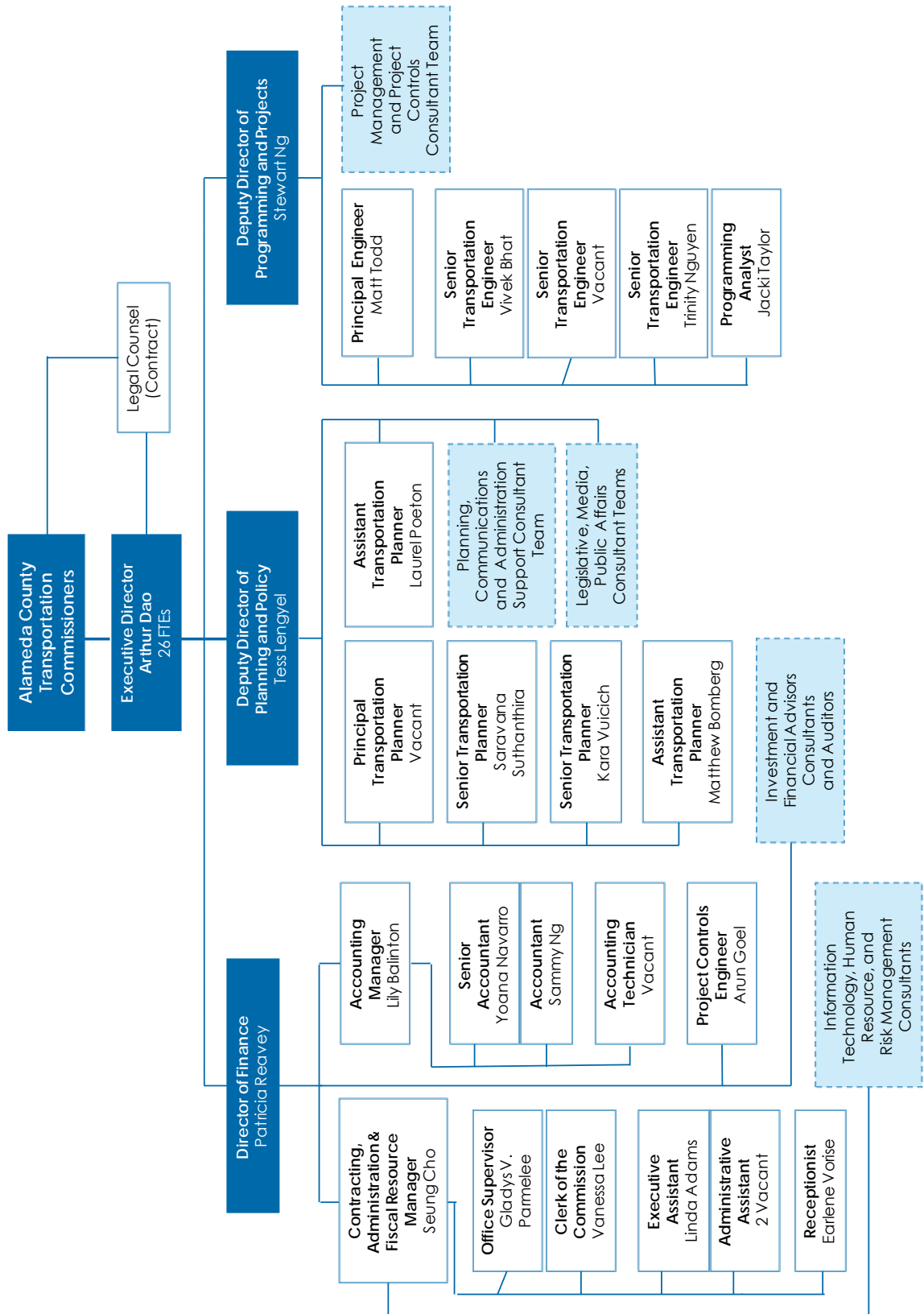
Staffing Plan	FY2013-14	FY2014-15	Net Change
Number of Positions	27.0	26.0	-1.0

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

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

## Overall Work Program for FY2014-15

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

\*Merged to become Alameda County Transportation Commission in 2010.



# Memorandum

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• PH: (510) 208-7400

• www.AlamedaCTC.org

**DATE:** June 2, 2014

**SUBJECT:** Measure B Paratransit Program Overview

**RECOMMENDATION:** Receive an update on the Measure B Paratransit Program

## Summary

The 2000 Transportation Expenditure Plan (TEP) allocates 10.45 percent of net revenues to special transportation for seniors and people with disabilities. These revenues fund operations for Americans with Disabilities Act (ADA)-mandated services and city-based paratransit programs. The revenues also fund gap services which are programs designed to reduce the difference in special transportation services available to individuals in different geographic areas of Alameda County. Each year, agencies that receive Measure B direct local program distribution (pass-through) funds for paratransit programs are required to submit a program plan and budget of the services to be provided for the forthcoming fiscal year. The Alameda CTC's Paratransit Advisory and Planning Committee (PAPCO) reviews these plans and provides a recommendation to the Commission. PAPCO encourages coordinated and cost-effective services and consumer input. In January 2014, Measure B funding for paratransit services was estimated to be \$10.3 million for FY 2014-15. A summary of the PAPCO-recommended program plans is provided as Attachment A.

## Background

The Measure B half-cent transportation sales tax was initially approved by Alameda County voters in 1986 and was reauthorized in 2000. Collections of the reauthorized sales tax began in April 2002 and will continue through March 2022. Each year, the Alameda CTC allocates approximately 60 percent of the net sales tax revenues to fund programs, services and projects in Alameda County to improve local streets and roads, bicycle and pedestrian access, mass transit and special transportation services for seniors and people with disabilities (i.e. Paratransit). On a monthly basis, the Alameda CTC distributes most of these revenues directly to 20 local agencies/jurisdictions per the 2000 Transportation Expenditure Plan (TEP).

The 2000 TEP allocates 10.45 percent of net revenues to special transportation services for seniors and people with disabilities. The goal of this program is to ensure that seniors and people with disabilities in Alameda County are able to meet their daily needs and maintain a

high quality of life through accessible transportation options. The program accomplishes this by funding operations for ADA-mandated Paratransit services and for city-based paratransit programs which provide a range of services including pre-scheduled trips, same-day trips, wheelchair-accessible trips, travel training, and other services for uniquely vulnerable populations. These revenues also fund gap services. Programs such as these are an increasingly important component of the transportation system as the senior population in Alameda County continues to grow.

PAPCO is responsible for providing recommendations to the Commission related to funding for special transportation for seniors and people with disabilities. PAPCO does not dictate individual paratransit programs, but rather encourages the best overall service in the County through coordination among operators, focusing on cost effectiveness, ensuring consumer involvement, and offering their own experiences for making programs more responsive to consumer needs. Each year, agencies that receive Measure B direct local program distribution (pass-through) funds for paratransit programs are provided with an estimate of annual Measure B revenue and are required to submit a program plan and budget for consideration for the forthcoming fiscal year.

As of January 2014, the Measure B revenue for paratransit was estimated to be \$10.3 million for FY 2014-15. The services that are provided through the recommended programs include ADA-mandated paratransit and city-based programs. A summary of the PAPCO-recommended program is provided in Attachment A.

### **ADA-Mandated Service**

ADA-mandated programs exist due to the 1990 federal Americans with Disabilities Act, which mandates that all public transit systems make their services fully accessible to all people, including those who, due to a disability, cannot board and/or ride regular buses and trains. Individuals who wish to use ADA-mandated paratransit in their area are required to complete an application and, in some cases, an interview to determine their eligibility. Public transit systems are required by federal law to provide ADA-mandated services that are comparable to regular bus and transit services. Paratransit services must be provided to individuals who travel within a 3/4 mile radius of a regular bus or rail route during the days and hours that those regular services are offered. Other requirements of the ADA-mandated services are:

- Next-day service must be provided;
- Fares cannot be more than twice the standard adult fixed route fare;
- The provider must accept requests for all types of trips (e.g., medical, errands, recreational) without prioritization;
- Service must be provided during the same hours as regular transit services; and
- The provider cannot show a pattern or practice of denials.

The provision of ADA Paratransit service is, by nature, more complex than fixed route transit as ADA providers cannot rely on fixed schedules or routes. Each day, ADA providers have to

develop new route maps and schedules to meet the demand for door-to-door trips. While it is a priority for ADA providers to minimize customer delays and maximize productivity, it is difficult to avoid consumer waits and some circuitous routing.

### ***ADA-Mandated Service in Alameda County***

In Alameda County, there are three ADA-mandated programs provided by East Bay Paratransit (EBP), LAVTA and Union City Transit. For the Measure B ADA-mandated paratransit program, 5.63 percent of annual net Measure B revenues are distributed, as prescribed in the 2000 TEP, to AC Transit and BART. These two agencies have partnered to form the East Bay Paratransit Consortium (EBPC), one of the larger ADA operators in the region, to more efficiently provide federally-mandated ADA service in their overlapping service areas.

ADA service is more costly to operate than the local city-based paratransit programs because it is bound by requirements that increase the costs, such as:

- ADA-mandated providers must meet all demand for service – a trip cannot be prioritized over another trip nor can it be refused for any eligible rider during the hours and areas of operation;
- ADA-mandated service must be offered during the same time and locations that standard transit service is in operation within the ADA service area; and
- ADA drivers must receive federally-mandated driver training to ensure they follow all policies and procedures and are able to proficiently use accessibility equipment (ADA operators undergo periodic review by the FTA; if deficiencies are found, it can have serious legal consequences for the provider).

### ***Service Design***

The EBPC works to deliver service in a cost-efficient manner and employs scheduling software and vehicle GPS to facilitate efficiencies. AC Transit and BART report that there are no duplicative efforts or costs, with regards to administration. The two agencies cooperatively manage EBPC, and the Boards of each have divided major roles between the agencies. AC Transit and BART are ultimately responsible for compliance with the law. The Boards are regularly updated on performance of EBPC and make all policy decisions.

The EBP service design has been approved by the Boards of both AC Transit and BART and utilizes a “brokerage model” through which the prime contractor provides centralized scheduling and dispatch services and sub-contracts the vehicle and trip provision. The brokerage model is a common structure for the delivery of ADA paratransit service, and EBPC has determined that it is a cost effective delivery method. The current prime contractor for EBP services is Veolia Transportation, selected through a competitive procurement process in 2013.

In January 2014, AC Transit and BART received an estimate of a total of \$6.4 million of Measure B funds in FY 2014-15 to support ADA-mandated service. This is approximately 18 percent of the total FY 2014-15 EBP budget of \$36.5 million. Less than 1 percent of this total is budgeted for EBPC management and overhead. EBP's plan projects a total of 710,000 trips during this period, which would result in a cost of about \$51 per trip. For reference, Attachment B shows the total costs, total Measure B contribution, number of planned trips and average cost per trip for the various ADA-mandated and non-mandated trip provision services included in Measure B paratransit programs for FY 2014-15.

### Performance Indicators and Service Review

EBP currently has 18,000 registered clients and averages approximately 1,945 trips per day. EBP operates the same days and hours and in the same areas as AC Transit and BART service with an on-time performance currently at 91 percent. EBP has high productivity compared to its peers (e.g. Los Angeles, Seattle, Dallas) - the current average number of passengers per revenue vehicle hour is 1.74 with an average trip duration of 40 minutes and average trip length of over 10 miles. For FY 2014-15, in addition to trip provision, service highlights will include the completion of EBP's office move which will provide an improved location and facility for in-person client interviews, completion of a new and improved Emergency Operations Plan and the implementation of a new Interactive Voice Response (IVR) system, providing clients with an automated courtesy call five minutes prior to the arrival of their paratransit ride that will support more efficient service.

The EBPC structure includes two service review committees: (1) the Service Review Advisory Committee (SRAC), to advise the AC Transit and BART Boards and staff on EBPC services, composed of EBPC consumers, representatives from city-based paratransit programs and social services/non-profit representatives, and (2) the Service Review Committee (SRC), composed of the General Managers (or designees) of both AC Transit and BART. EBPC also conducts an annual passenger survey and in 2013, 88% rated their surveyed trip as excellent or good.

### ***Non-mandated Services in Alameda County***

Ten cities in Alameda County have city-based paratransit programs. Each city with a paratransit program has designed their program to meet the needs of consumers in their local jurisdiction. The major differences between the city-based non-mandated and ADA-mandated programs, aside from the absence of federally-regulated service requirements, is that they also provide transportation services to seniors rather than exclusively to those with disabilities. Also, they are able to offer a range of different types of services, including accessible door-to-door, shuttles and group trips, taxi, and volunteer driver services. Through efforts such as standardized Measure B Implementation Guidelines and the 2011 Coordination and Mobility Management Planning (CMMP) efforts these eligible program components are designed to expand and enhance available services, rather than duplicate existing ADA services.

Most city-based programs have incorporated mobility management concepts and practices into their services to improve efficiency and customers' ability to access services. Mobility management is a comprehensive approach to transportation that is focused on individual customer travel needs rather than a "one size fits all" solution. Mobility Management improves awareness of transportation options and reduces customer confusion, expands travel options and access for consumers, and provides more cost-effective and efficient services through improved coordination and partnerships. Examples of mobility management strategies include travel training and individualized transportation information and trip planning services.

### Funding Formula

For the Measure B non-mandated city-based paratransit programs, 3.39 percent of annual net Measure B revenues are distributed through a Commission-approved funding formula (Attachment C) to 12 programs, two of which, Union City Transit and Livermore-Amador Valley Transit Authority (LAVTA), provide ADA-mandated service. Per the 2000 TEP, the 3.39 percent of net revenue is distributed to the planning areas as follows:

- North County = 1.24%
- Central County = 0.88%
- South County = 1.06%
- East County = 0.21%

Funds from each planning area may not be transferred into another area. In the 2000 TEP, PAPCO is tasked with development of the funding formula to distribute Measure B direct local distribution funds for non-mandated paratransit services to the cities within each planning area. PAPCO reviews the funding formula annually and any recommended revisions are forwarded to the Commission for approval. The funding formula was last approved by the Commission in 2012 and includes the following factors:

- Seniors age 70-79 (*Census 2010*)
- Seniors age 80+ weighted at 1.5 (*Census 2010*)
- Low-income households earning less than or equal to 30 percent of Area Median Income (*American Community Survey*)

Based on the unavailability of reliable data relating to disability, the age-based statistics are weighted to act as a proxy for disability.

### **Competitive Gap Grant Program**

The 2000 Measure B TEP also designates 1.43 percent of net revenues for "Coordination/Gaps in Service" and the distribution of these funds is recommended by PAPCO. These discretionary grant funds are available to both public agencies and eligible non-profits to improve coordination, fill gaps and reduce differences in services that might exist based on

geographic residence of individuals needing services. The next Gap Grant call for projects is scheduled for spring 2015. To date approximately \$14 million of paratransit Measure B Gap Grant funds have been awarded to over 70 transportation projects and programs for seniors and people with disabilities in Alameda County. Priority projects and programs for Gap funding include implementing a range of services (e.g. shuttles and volunteer driver programs), filling 'emergency' gaps (e.g., Wheelchair Scooter Breakdown Transportation Service and Hospital Discharge Transportation Service), maximizing the use of accessible fixed-route transit (e.g. travel training), and expanding community education and information (e.g. the Access Alameda guide, Paratransit Hotline, "one call/one click" resources for consumers such as 211, and outreach events).

### ***Implementation Guidelines***

The Implementation Guidelines for the Special Transportation Program for Seniors and People with Disabilities (Attachment D) provide the eligibility requirements for services that can be funded with Measure B paratransit funds. For most types of service, the Guidelines include both cost per trip and fare limitations to ensure programs remain cost-effective and affordable to the consumer. The Guidelines are part of the Alameda CTC's Master Program Funding Agreement (MPFA). All ADA-mandated paratransit services, city-based non-mandated programs, and gap grant projects funded with Measure B revenues must be in compliance with these guidelines. The guidelines are reviewed annually by PAPCO and the Paratransit Technical Advisory Committee (ParaTAC), and any proposed amendments are forwarded to the Commission for consideration.

### ***Paratransit Advisory and Planning Committee (PAPCO)***

PAPCO comprises 23 members appointed by Alameda CTC Commissioners and also serves as the Paratransit Coordinating Council for Alameda County. PAPCO allows for a distinct consumer forum for paratransit issues because all members are consumers of paratransit or accessible transportation and county Paratransit Coordinating Councils are typically composed of both consumers and providers. PAPCO meets the 4th Monday of most months and is an active committee, having reached quorum for every meeting since 2008. PAPCO makes recommendations to the Commission on the funding formula for city-based ADA-mandated and non-mandated programs, and Gap Grant funding. PAPCO maintains a number of standing and ad hoc subcommittees to help complete this work, including Fiduciary Training and Finance, Funding Formula, Program Plan Review, Gap Grant Review, 5310 Scoring and Bylaws. The Committee has also placed a large emphasis on outreach and, per its Bylaws, requires every member to participate in at least one outreach activity annually.

PAPCO is also supported by the Paratransit TAC, which is composed of staff representatives from the cities and transit agencies that receive Measure B paratransit funds. ParaTAC meets periodically through the year and also meets jointly with PAPCO on a quarterly basis.



## **Information and Outreach**

PAPCO's annual work plan includes an emphasis on information and outreach, to inform County residents of the different options in transportation for seniors and people with disabilities. The primary publication and reference is the Access Alameda guide, a transportation services resource for seniors and people with disabilities in Alameda County, which provides detailed service and contact information for the ADA and city-based programs. An online version of the current Access Alameda guide can be found at [www.accessalameda.org](http://www.accessalameda.org). This publication is the most popular information item at outreach events, with 4,000 estimated to be distributed during FY 2014-15. Both the print and online versions of the guide are currently being updated to reflect up-to-date information, including volunteer driver programs, 211 and other mobility management/travel training resources. The Alameda CTC also maintains a Paratransit Hotline: 1 (866) 901-PARA (7272) to answer questions about the variety of options.

In addition to ongoing community outreach efforts, PAPCO and the Alameda CTC sponsor an annual "Senior and Disabled Mobility Workshop". The Workshop has become a regional event, with local and national speakers sharing ideas and approaches related to key issues, trends and needs. Attendees include consumers, advocates, public agency and non-profit staff, and elected officials. The next Mobility Workshop is scheduled for October 17, 2014.

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

### **Attachments:**

- A. FY 2014-15 Paratransit Funding and Program Plans Summary
- B. FY 2014-15 Summary by Service Type
- C. Paratransit Funding Formula
- D. Paratransit Implementation Guidelines

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Summary of FY 2014-15 Paratransit Program Plans and PAPCO Recommendations						
Program	Estimated Measure B Paratransit Funding <sup>1</sup>	Other Funding <sup>2</sup>	Estimated Total Program Cost	Planned Trips	Program Components	PAPCO Recommendation
Alameda	\$158,549	\$84,330	\$242,879	9,300	Taxi, Shuttle, Group Trips, Scholarship	Approval
Albany	\$31,710	\$21,800	\$53,510	4,500	Taxi, Group Trips	Approval
Berkeley	\$257,395	\$316,500	\$595,800	19,210	Taxi, Specialized Van, Group Trips, Door-to-Door, Scholarship	Approval
Emeryville	\$23,073	\$378,435	\$401,508	10,650	Taxi, Door-to-Door, Group Trips, Scholarship, Meal Delivery	Approval
Fremont	\$780,003	\$532,128	\$1,312,131	24,775	Door-to-Door, Group Trips, Taxi, MM/Travel Training, Volunteer Driver, Meal Delivery	Approval
Hayward	\$722,046	\$135,000	\$907,500	27,200	Door-to-Door, Group Trips, Taxi, MM/Travel Training, Specialized Van, Meal Delivery	Approval
Newark	\$155,346	\$8,000	\$152,000	4,200	See Fremont	Approval
Oakland	\$942,497	\$161,647	\$1,104,144	29,500	Taxi, Specialized Van, Door-to-Door	Approval
Pleasanton	\$93,402	\$507,796	\$601,198	12,500	Door-to-Door, Shuttle	Approval

Summary of FY 2014-15 Paratransit Program Plans and PAPCO Recommendations						
Program	Estimated Measure B Paratransit Funding <sup>1</sup>	Other Funding <sup>2</sup>	Estimated Total Program Cost	Planned Trips	Program Components	PAPCO Recommendation
San Leandro	\$280,887	\$28,130	\$309,007	18,440	Shuttle, Taxi	Approval
LAVTA	\$145,934	\$1,419,573	\$1,565,507	45,800	ADA Paratransit, Taxi	Conditional Approval: quarterly reports
Union City	\$272,721	\$609,948	\$882,669	21,000	ADA Paratransit, Taxi, MM/Travel Training, Volunteer Driver	Approval
EBP-AC Transit	\$4,718,346	\$20,328,607	\$25,046,953	710,000	ADA Paratransit	Approval
EBP-BART	\$1,698,149	\$9,763,025	\$11,461,174			
TOTAL	\$10,280,058	\$34,294,919	\$44,635,980	937,075		

**Notes:**

1. Amount based on FY 2014-15 revenue estimate as of January 2014.
2. Other funding includes Measure B reserves and Gap grants, fare revenue, general fund, etc.

Summary of FY 2014-15 Paratransit Program Plans by Program Component/Service				
Service Type and Description	Total Cost	Total Measure B <sup>1</sup>	Total Trips	Cost per Trip
<b>ADA-mandated Paratransit Service (East Bay Paratransit, LAVTA and Union City)</b>				
<ul style="list-style-type: none"> <li>- Federally-mandated curb-to-curb service</li> <li>- Pre-scheduled</li> <li>- For people with disabilities who are unable to ride fixed-route transit</li> </ul>	\$38,932,969	\$6,835,150	775,300	\$50.22
<b>City-based Door-to-Door Service</b>				
<ul style="list-style-type: none"> <li>- Non-mandated door-to-door service</li> <li>- Pre-scheduled</li> <li>- For people with disabilities who are unable to ride fixed-route transit and seniors.</li> </ul>	\$2,093,894	\$1,069,502	49,900	\$41.96
<b>City-based Taxi Service</b>				
<ul style="list-style-type: none"> <li>- Non-mandated taxi service</li> <li>- Same day</li> <li>- Some programs provide accessible vehicles</li> <li>- For people with disabilities and seniors</li> </ul>	\$1,196,732	\$780,800	33,715	\$35.50
<b>City-based Group Trips</b>				
<ul style="list-style-type: none"> <li>- Non-mandated group trips to a common destination</li> <li>- Pre-scheduled round trips</li> <li>- Some programs use accessible vehicles</li> <li>- For people with disabilities and seniors</li> </ul>	\$875,151	\$206,657	24,460	\$35.78
<b>City-based Specialized Van Service</b>				
<ul style="list-style-type: none"> <li>- Non-mandated accessible vehicle service (lift- or ramp-equipped)</li> <li>- Pre-scheduled and same day service</li> <li>- Fills special need unmet by other programs (e.g. taxi programs without ramp taxis)</li> <li>- For people with disabilities and seniors</li> </ul>	\$885,093	\$555,300	27,700	\$31.95
<b>City-based Shuttle Service</b>				
<ul style="list-style-type: none"> <li>- Non-mandated fixed schedule shuttle service</li> <li>- May include flexible routes</li> <li>- For seniors and people with disabilities</li> </ul>	\$553,047	\$375,472	26,000	\$21.27
<b>Total</b>	<b>\$44,536,886</b>	<b>\$9,822,881</b>	<b>937,075</b>	

## Notes:

1. Total Measure B includes both FY 2014-15 Paratransit Direct Local Distribution funds, Measure B Reserves, and awarded Paratransit Gap Grant funds.

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**PARATRANSIT FUNDING FORMULA, FY 2014-15**

Planning Area	% of Planning Area Total
Alameda	11.22%
Albany	2.24%
Berkeley	18.21%
Emeryville	1.63%
<i>Oakland</i>	
<i>Piedmont</i>	
Oakland TOTAL	66.69%
NORTH COUNTY	100%
<i>Hayward</i>	
<i>Ashland</i>	
<i>Cherryland</i>	
<i>Castro Valley</i>	
<i>Fairview</i>	
<i>San Lorenzo</i>	
Hayward TOTAL	71.99%
San Leandro	28.01%
CENTRAL COUNTY	100%
Fremont	64.57%
Newark	12.86%
Union City	22.58%
SOUTH COUNTY	100%
<i>Sunol</i>	
<i>Pleasanton</i>	
Pleasanton TOTAL	39.03%
<i>Dublin</i>	
<i>Livermore</i>	
LAVTA TOTAL	60.97%
EAST COUNTY	100%

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## Implementation Guidelines – Special Transportation for Seniors and People with Disabilities Program

These guidelines lay out the service types that are eligible to be funded with Alameda County Measure B and Vehicle Registration Fee (VRF) revenues under the Special Transportation for Seniors and People with Disabilities Program (Paratransit). All programs funded partially or in their entirety through Measure B or the VRF, including ADA-mandated paratransit services, city-based non-mandated programs, and discretionary grant funded projects, must abide by the following requirements for each type of paratransit service. Programs must be in full compliance with these guidelines by the end of fiscal year 2012-2013.

Fund recipients are able to select which of these service types is most appropriate in their community to meet the needs of seniors and people with disabilities. Overall, all programs should be designed to enhance quality of life for seniors and people with disabilities by offering accessible, affordable, and convenient transportation options to reach major medical facilities, grocery stores and other important travel destinations to meet life needs.

The chart below summarizes the eligible service types and their basic customer experience parameters; this is followed by more detailed descriptions of each.

Service	Timing	Accessibility	Origins/ Destinations	Eligible Population
<b>ADA Paratransit</b>	Pre-scheduled	Accessible	Origin-to-Destination	People with disabilities unable to ride fixed route transit
<b>Door-to-Door Service</b>	Pre-scheduled	Accessible	Origin-to-Destination	People with disabilities unable to ride fixed route transit and seniors
<b>Taxi Subsidy</b>	Same Day	Varies	Origin-to-Destination	Seniors and people with disabilities
<b>Specialized Van</b>	Pre-scheduled & Same Day	Accessible	Origin-to-Destination	People with disabilities using mobility devices that require lift- or ramp-equipped vehicles
<b>Accessible Shuttles</b>	Fixed Schedule	Accessible	Fixed or Flexed Route	Seniors and people with disabilities
<b>Group Trips</b>	Pre-scheduled	Varies	Round Trip Origin-to-Destination	Seniors and people with disabilities
<b>Volunteer Drivers</b>	Pre-scheduled	Generally Not Accessible	Origin-to-Destination	Vulnerable populations with special needs, e.g. requiring door-through-door service or escort

Mobility Management and/or Travel Training	N/A	N/A	N/A	Seniors and people with disabilities
Scholarship/Subsidized Fare Programs	N/A	N/A	N/A	Seniors and people with disabilities

**Note on ADA Mandated Paratransit.** Programs mandated by the American's with Disabilities Act are implemented and administered according to federal guidelines that may supersede these guidelines; however all ADA-mandated programs funded through Measure B or the VRF are subject to the terms of the Master Programs Funding Agreement.

**Interim Service for Consumers Awaiting ADA Certification:** At the request of a health care provider, or ADA provider, city-based programs must provide interim service through the programs listed below to consumers awaiting ADA certification. Service must be provided within three business days of receipt of application.

City-based Door-to-Door Service Guidelines	
Service Description	<p>City-based door-to-door services provide pre-scheduled, accessible, door-to-door trips. Some programs allow same day reservations on a space-available basis. They provide a similar level of service to mandated ADA services. These services are designed to fill gaps that are not met by ADA-mandated providers and/or relieve ADA-mandated providers of some trips.</p> <p>This service type does not include taxi subsidies which are discussed below.</p>
Eligible Population	<p>People 18 and above with disabilities who are unable to use fixed route services or Seniors 80 years or older without proof of a disability.</p> <p>Cities may provide services to consumers who are younger than age 80, but not younger than 70 years old.</p> <p><i>Cities may offer "grandfathered" eligibility to program registrants below 70 years old who have used the program regularly in the prior fiscal year as long as it does not impinge on the City's ability to meet the Implementation Guidelines.</i></p> <p><i>Program sponsors may use ADA eligibility, as established by ADA-mandated providers (incl. East Bay Paratransit, LAVTA, Union City Transit), as proof of disability.</i></p>
Time & Days of Service	<p>At a minimum, service must be available five days per week between the hours of 8 am and 5 pm (excluding holidays).</p> <p>At a minimum, programs should accept reservations between the hours of 8 am and 5 pm Monday – Friday.</p>
Fare (Cost to Customer)	<p>Fares for pre-scheduled service should not exceed local ADA paratransit fares, but can be lower, and can be equated to distance. Higher fares can be charged for "premium" same-day service.</p>
Other	<p>Door-to-Door programs must demonstrate that they are providing trips at an equal or lower cost than the ADA-mandated provider on a cost per trip and cost per hour basis.</p> <p>Programs cannot impose limitations based on trip purpose, but can impose per person trip limits to control program resources.</p>

Taxi Subsidy Service Guidelines	
Service Description	<p>Taxis provide curb-to-curb service that can be scheduled on a same-day basis. They charge riders on a distance/time basis using a meter. Taxi subsidy programs allow eligible consumers to use taxis at a reduced fare by reimbursing consumers a percentage of the fare or by providing some fare medium, e.g. scrip or vouchers, which can be used to cover a portion of the fare. These programs are intended for situations when consumers cannot make their trip on a pre-scheduled basis. This is meant to be a “premium” safety net service, not a routine service to be used on a daily basis.</p> <p>The availability of accessible taxi cabs varies by geographical area, but programs should expand availability of accessible taxi cabs where possible.</p>
Eligible Population	<p>People 18 and above with disabilities who are unable to use fixed route services or Seniors 80 years or older without proof of a disability.</p> <p>Cities may provide services to consumers who are younger than age 80, but not younger than 70 years old.</p> <p><i>Cities may offer “grandfathered” eligibility to program registrants below 70 years old who have used the program regularly in the prior fiscal year as long as it does not impinge on the City’s ability to meet the Implementation Guidelines.</i></p> <p><i>Program sponsors may use ADA eligibility, as established by ADA-mandated providers (incl. East Bay Paratransit, LAVTA, Union City Transit), as proof of disability.</i></p>
Time & Days of Service	24 hours per day/7 days per week
Fare (Cost to Customer)	<p>At a minimum, programs must subsidize 50% of the taxi fare.</p> <p>Programs can impose a cap on total subsidy per person. This can be accomplished through a maximum subsidy per trip, a limit on the number of vouchers/scrip (or other fare medium) per person, and/or a total subsidy per person per year.</p>

City-based Specialized Van Service	
Service Description	<p>Specialized van service provides accessible, door-to-door trips on a pre-scheduled or same-day basis. These services are generally implemented as a supplement to a program that does not meet critical needs for particular trips in accessible vehicles in certain communities. Examples of unmet needs might be a taxi program without accessible vehicles or medical trips for riders too frail to take a shuttle, or outside of the ADA-mandated service area.</p> <p>These programs make use of fare mediums such as scrip and vouchers to allow consumers to pay for rides.</p>
Eligible Population	At discretion of program sponsor with local consumer input.
Time & Days of Service	At discretion of program sponsor with local consumer input.
Fare (Cost to Customer)	At discretion of program sponsor with local consumer input.
Other	Specialized van programs should provide trips at an equal or lower cost than the ADA-mandated provider on a cost per trip and cost per hour basis.

City Accessible Shuttle Service Guidelines	
Service Description	<p>Shuttles are accessible vehicles that operate on a fixed, deviated, or flex-fixed route and schedule. They serve common trip origins and destinations visited by eligible consumers. Common trip origins and destinations are: senior centers, medical facilities, grocery stores, BART stations, other transit stations, community centers, commercial districts, and post offices.</p> <p>Shuttles should be designed to supplement existing fixed route transit services. Routes should not necessarily be designed for fast travel, but to get as close as possible to destinations of interest, often going into parking lots or up to the front entrance of a senior living facility. Shuttles allow for more flexibility than pre-scheduled paratransit service, and are more likely to serve active seniors who do not drive and are not ADA paratransit registrants.</p>
Eligible Population	Shuttles should be designed to appeal to older people, but can be made open to the general public.
Time and Days of Service	At discretion of program sponsor with local consumer input.
Fare (Cost to Customer)	Fares should not exceed local ADA paratransit fares, but can be lower, and can be equated to distance.
Cost of Service	By end of FY12/13, the cost per one-way person trip must be \$20 or lower, including transportation and direct administrative costs.
Other	<p>Shuttles are required to coordinate with the local fixed route transit provider. Shuttle routes and schedules should be designed with input from the senior and disabled communities and any new shuttle plan must be submitted to the Alameda CTC for review prior to requesting funding to ensure effective design.</p> <p>Deviations and flag stops are permitted at discretion of program sponsor.</p>

Group Trips Service Guidelines	
Service Description	<p>Group trips are round-trip rides for pre-planned outings or to attend specific events or go to specific destinations for fixed amounts of time, e.g. shopping trips, sporting events, or community health fairs. Trips usually originate from a senior center or housing facility and are generally provided in accessible vans and other vehicle types or combinations thereof. These trips are specifically designed to serve the needs of seniors and people with disabilities.</p>
Eligible Population	At discretion of program sponsor.
Time and Days of Service	Group trips must begin and end on the same day.
Fare (Cost to Customer)	At discretion of program sponsor.
Other	Programs can impose mileage limitations to control program costs.

<b>Volunteer Driver Service Guidelines</b>	
Service Description	<p>Volunteer driver services are pre-scheduled, door-through-door services that are generally not accessible. These programs rely on volunteers to drive eligible consumers for critical trip needs, such as medical trips. This service type meets a key mobility gap by serving door-through-door trips for more vulnerable populations. This is a complementary gap-filling service.</p> <p>Volunteer driver programs may also have an escort component where volunteers accompany consumers, who are unable to travel in a private vehicle, on ADA trips.</p>
Eligible Population	At discretion of program sponsor.
Time and Days of Service	At discretion of program sponsor.
Fare (Cost to Customer)	At discretion of program sponsor.
Other	Program sponsors can use Measure B funds to pay for volunteer mileage reimbursement purposes or an equivalent financial incentive for volunteers and/or administrative purposes.

<b>Mobility Management and/or Travel Training Service Guidelines</b>	
Service Description	<p>Mobility management and/or travel training play an important role in ensuring that people use the "right" service for each trip, e.g. using EBP from Fremont to Berkeley for an event, using a taxi voucher for a same-day semi-emergency doctor visit, and requesting help from a volunteer driver or group trips service for grocery shopping. Mobility management covers a wide range of activities, such as travel training, escorted companion services, coordinated services, trip planning, and brokerage.</p>
Eligible Population	At discretion of program sponsor.
Time and Days of Service	At discretion of program sponsor.
Fare (Cost to Customer)	N/A
Other	<p>Programs must specify a well-defined set of activities that will be undertaken in a mobility management or travel training program.</p> <p>The mobility management plan or travel training program must be submitted to the Alameda CTC for review prior to requesting funding to ensure effective design.</p>

Scholarship/Subsidized Fare Program Guidelines	
Service Description	Scholarship or Subsidized Fare Programs can subsidize any service for customers who are low-income and can demonstrate financial need.
Eligible Population	Subsidies can be offered to low-income consumers with demonstrated financial need; these consumers must also meet the eligibility requirements of the service for which the subsidy is being offered. Low income should be considered 30% AMI (area median income) or lower.
Time and Days of Service	N/A
Fare (Cost to Customer)	N/A
Other	Program sponsors must describe how financial means testing will be undertaken. If program sponsors include subsidized East Bay Paratransit (EBP) tickets in this program, no more than 3% of their direct local program distribution funds, or discretionary funds, may be used for these tickets. Programs may use other funds to purchase these tickets in excess of the 3% direct local program distributions funds or discretionary funds.

Meal Delivery Service Guidelines	
Service Description	Meal Delivery Programs deliver meals to the homes of individuals who are transportation disadvantaged. Although this provides access to life sustaining needs for seniors and people with disabilities, it is not a direct transportation expense.
Eligible Population	For currently operating programs, at discretion of program sponsor.
Time and Days of Service	For currently operating programs, at discretion of program sponsor.
Fare (Cost to Customer)	For currently operating programs, at discretion of program sponsor.
Other	Currently operating programs can continue to use Measure B funds for these service costs, but new meal delivery services cannot be established.