

# County Connection

2477 Arnold Industrial Way    Concord, CA 94520-5326    (925) 676-7500    countyconnection.com

## ADVISORY COMMITTEE MEETING AGENDA

Friday, May 10, 2013  
9:30 a.m.

**CCCTA Paratransit Facility  
Gayle B. Uilkema Memorial Board Room  
2477 Arnold Industrial Way  
Concord, California**

The committee may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the committee.

1. Call to Order – Roll Call
2. Agenda Approval\*
3. Approval of Minutes of March 8, 2013\*
4. Public Comments
5. FY 2014 Operating and Capital Budget\*
6. FY 2014 Marketing and Communications Plan
7. Final Draft Mobility Management Plan
8. ADA – Monthly Reports
  - a. ADA Certification and Recertification Reports\*
  - b. LINK Monthly Operating Reports – February and March 2013\*
  - c. Ramp Events\*
9. Fixed Route – Monthly Reports
  - a. Fixed Route Ridership Report-February and March 2013\*
  - b. Driver Appreciation Winners-April-Sonia Grady, May - None
  - c. Fixed-Route Customer Service Report-March and April 2013
  - d. Website User Information-March and April 2013\*
10. Upcoming Agenda Suggestions
11. Committee Member Communications

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\*Enclosure

Clayton • Concord • Contra Costa County • Danville • Lafayette • Martinez  
Moraga • Orinda • Pleasant Hill • San Ramon • Walnut Creek

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**

a. Representation and Attendance Log

12. Adjournment – Next Meeting – July 12, 2013

General Information

Public Comment: Each person wishing to address the committee is requested to complete a Speakers Card for submittal to the Committee Chair before the meeting convenes or the applicable agenda item is discussed. Persons who address the Committee are also asked to furnish a copy of any written statement to the Committee Chair. Persons who wish to speak on matters set for Public Hearings will be heard when the Chair calls for comments from the public. After individuals have spoken, the Public Hearing is closed and the matter is subject to discussion and action by the Committee.

A period of thirty (30) minutes has been allocated for public comments concerning items of interest within the subject matter jurisdiction of the Committee. Each individual will be allotted three minutes, which may be extended at the discretion of the Committee Chair.

Consent Items: All matters listed under the Consent Calendar are considered by the committee to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a committee member or a member of the public prior to when the committee votes on the motion to adopt.

Availability of Public Records: All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that are distributed to a majority of the legislative body, will be available for public inspection at 2477 Arnold Industrial Way, Concord, California, at the same time that the public records are distributed or made available to the legislative body. The agenda and enclosures for this meeting are posted also on our website at [www.countyconnection.com](http://www.countyconnection.com).

Accessible Public Meetings: Upon request, County Connection will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number and brief description of the requested materials and preferred alternative format or auxiliary aid or service so that it is received by County Connection at least 48 hours before the meeting convenes. Requests should be sent to the Board Clerk, Janet Madrigal, at 2477 Arnold Industrial Way, Concord, CA 94520 or [madrigal@cccta.org](mailto:madrigal@cccta.org).

Shuttle Service: With 24-hour notice, a County Connection LINK shuttle can be available at the nearest BART station for individuals who want to attend the meeting. To arrange for the shuttle service, please call Robert Greenwood – 925/680 2072, no later than 24 hours prior to the start of the meeting.

**Currently Scheduled Board and Committee Meetings**

Board of Directors:	Thursday, May 16, 9:00 a.m., County Connection Board Room
Administration & Finance:	Wednesday, Wednesday, June 5, 9:00 a.m. 1676 N. California Blvd., S620, Walnut Creek
Advisory Committee:	Friday, March 8, 9:30 a.m., County Connection Board Room
Marketing, Planning & Legislative:	Thursday, June 6, 9:00 a.m., 1676 N. California Blvd., S620, Walnut Creek
Operations & Scheduling:	Friday, June 7, 8:00 a.m., Walnut Creek City Offices

**The above meeting schedules are subject to change. Please check the Website ([www.countyconnection.com](http://www.countyconnection.com)) or contact County Connection staff at 925/676-1976 to verify date, time and location prior to attending a meeting.**

**This agenda is posted on County Connection's Website ([www.countyconnection.com](http://www.countyconnection.com)) and at the Administrative Offices, 2477 Arnold Industrial Way, Concord, California**

# *County Connection*

Advisory Committee

Summary Minutes

Meeting of March 8, 2013

The meeting was called to order at 9:35 AM.

Members present were: Eileen Vonk, Cary Kennerley, and David Loyd

Staff present: Mary Burdick (CCCTA) and Alvaro Sayong (LINK)

Guest: Erling Horn, CCCTA Chair and Bruce Baginski, rider

## **Approval of Agenda**

The agenda was approved.

## **Approval of the Minutes of January 11, 2013**

The minutes were approved.

## **Public Comment**

County Connection Board Chair, Erling Horn introduced himself and thanked the Advisory Committee for the time they devote to attending the meetings and staying informed of the issues that affect County Connection services.

## **ADA Monthly Reports**

- A. ADA Certification and Recertification reports for January and February were reviewed without comment.
- B. LINK monthly operating reports for Dec. 2012 and Jan. 2013 were reviewed. Mr. Sayong, operations manager for First Transit, reported that on time performance has been closely monitored since using the new scheduling software. The new software is tracking by the departure time from the location rather than the time the vehicle arrives, which is why there is a dramatic decrease in this performance measurement. The software is being adjusted to reflect the arrival times. Eileen Volk asked if Mr. Sayong will report the number of commendations received during the reporting periods. Mr. Sayong will report this verbally at the meetings.
- C. Ramp Events recorded on the fixed-route system for the Dec. 2012 and Jan. 2013 were reviewed.

## **Fixed-Route Staff Reports**

- A. Fixed-route Ridership Report – The monthly reports for Dec. 2012 and Jan. 2013 were reviewed. Ridership is slowly growing with a year to date increase of 3%. The planning department continues to monitor ridership on routes with poor productivity.

- B. Driver Appreciation Winners – Ms. Burdick reported that John Wong was the February winner, and Michael McGee Williams was the March winner.
- C. Customer Service Reports – Customer telephone contacts were presented for January and February 2013. There were 104 customer contacts that generated a customer service complaint form for follow-up by the appropriate department. There were 6 commendations. The total number of telephone calls answered during this period was 12,034.
- D. CCCTA Website User Information - Staff provided website user statistics for January and February 2013. Ms. Burdick also included a report that identifies the number of people using Bus Tracker directly from a bookmark, rather than clicking through from the agency website.

### **Upcoming Agenda Suggestions**

Ms. Burdick mentioned that the May meeting will have a heavier agenda that will include the FY2014 Operating and Capital budget, the final draft Mobility Management Plan, and the draft 2014 Marketing and Communications Plan.

### **Adjournment**

The meeting was adjourned at 10:30 AM.

The next meeting was scheduled for Friday, May 10, 2013 at 9:30 AM.

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Mary Burdick, Manager of Marketing/Public Relations

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Date

## Inter Office Memo

To: ADMINISTRATION AND FINANCE COMMITTEE Date: April 24, 2013

From: Kathy Casenave, Director of Finance Reviewed by:

### SUBJECT: Third Draft, FY 2014 Budget

#### FY 2014 Proposed Budget & FY 2013 Estimated Actual

The FY 2014 proposed operating budget totals \$33,619,954. Of this, fixed route is \$27,644,934 and Paratransit is \$5,475,020. The budget also includes a contingency line item of \$500,000.

- Fixed route expenses for FY 2014 are projected to be \$1,589,137 (6.1%) more than the estimated actual for FY 2013.
- Paratransit expenses are projected to be \$162,665 (3.1%) more than the estimate actual for FY 2013.

The FY 2013 operating budget is \$32,679,423 which included a contingency line item of \$500,000. The actual operating expenses are projected to be under budget by \$1,311,272 (4.1%).

- Fixed route expenses for FY 2013 are estimated to be \$725,476 (2.7%) less than the budget.
- Paratransit expenses for FY 2013 are estimated to be \$85,796 (1.6%) less than the budget.
- The \$500,000 contingency expense will not be used.

#### Significant Variances- (The \* denotes a change from the April draft)

#### Operating Expenses Page 2-

Fixed route operating expenses for FY 2014 are budgeted to be \$1.6 million more than FY 2013 estimated actual. Significant increases include:

- Wages, \$408K (3.4%)
- Fringe benefits \$403K (5.5%)- chiefly cafeteria plan; also increases in PERS, paid absences, workers comp
- Services, \$161K (7.7%)- maintenance for security equipment (*will be reimbursed*), \$117K; legal, \$40K.
- Materials, \$510K (15.3%)- \$421K diesel fuel; \$60K repair parts.
- Casualty and liability, \$72K (20.3%) - \$65K liability premiums.

Paratransit operating expenses for FY 2014 are budgeted to be \$163K more than FY 2013 due to estimated increase in contract for purchased transportation and legal expense.

*	FY 2013 Operating Expense Changes	FY 2013 fixed route operating expenses have been reduced by \$12K <ul style="list-style-type: none"> <li>• Wages have been reduced by \$28K.</li> <li>• Benefits have been increased by \$10K.</li> </ul>
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		<ul style="list-style-type: none"> <li>• Legal services have been increased by \$30K.</li> <li>•</li> </ul>
*	FY 2014 Operating Expense Changes	<p>FY 2014 fixed route operating expenses have been reduced by \$103K.</p> <ul style="list-style-type: none"> <li>• Wages have been reduced by \$30K.</li> <li>• Fringe benefits have been increased by \$6K mainly for the cafeteria plans.</li> <li>• Casualty and Liability has been reduced by \$79K for liability insurance based on CalTIP's estimate of the retrospective adjustments (refunds) for prior policy years.</li> </ul>

**Operating Revenues Pg 3-**

*	FY 2013 Revenue Changes	Fixed route TDA revenue used has been increased by \$237K due to the expectation that there will be no Dougherty Valley revenue in the current year, \$225K, & the \$12K increase in projected expenses.
*	FY 2014 Revenue Changes	<p>Fixed route Measure J has been increased by \$365K and Paratransit Measure J has been increased by \$98K due to projections from CCTA staff. Of this, \$193K is for projected increase in collections for FY 2014 and \$270K is additional revenue from FY 2012. The FY 2102 allocations were based on \$64 million in Measure J revenue; the actual collected amount was \$68.8 million.</p> <p>Fixed route TDA revenue used has been decreased by \$468K due to the reduction in expenses by \$103K and additional Measure J revenue of \$365K to support the other increase in expenses detailed above.</p> <p>Paratransit TDA revenue used has been decreased by \$98K due to the increase in Measure J revenue.</p>

**Key Assumptions for the Ten Year Forecast-Page 8- (The \* denotes a change from the April draft)**

	Passenger Fares	Passenger fares are increased 2% annually for Fixed route and 3% for Paratransit. Fares increases are projected for FY 2015 and 2018. The June forecast assumed a fare increase in FY2014, but staff is requesting a delay since it is not needed at this time and MTC is working with regional operators in trying to establish a uniform fare system.
	Other State Grants, Line 7	The state has approved using the security grant for ongoing maintenance of the real time bus software and other assets purchased in part with security grants. This increased operating revenue by \$1.053 million, but it also increased expenses by a like amount.
	STA revenue	STA revenue for FY 2014 is estimated by MTC; a 2.5% growth rate is

		assumed in the out years.
*	Measure J, Lines 10 & 25	<p>Measure J has increased \$2.3 million- \$2 million for Fixed Route and \$329K for Paratransit. Of this, \$193K is the one time occurrence of additional FY 2012 revenue to be received in FY 2014. The balance is due to the \$270K additional revenue projected for FY 2014, which increases the base on which to project future growth.</p> <p><i>There has been no change in the growth rates- the rates used are from the Contra Costa Transportation Authority's revised Measure J Strategic Plan published in July 2011- 3.02% for FY 2103-FY 2015, 4.03% for FY 2016-FY 2019, and 4.54% for FY 2012 and beyond.</i></p>
*	TDA Revenue Used, Lines 9 & 24	Total TDA used for operations has been reduced by \$3.346 million in the forecast due to an increase in projected Measure J funding of \$2.3 million and a reduction in operating expenses of \$1,048 million.

*	Fixed Route Operating Expenses, Line 16	<p>Total operating expenses have been reduced by \$1.048 million in the forecast because the base year, FY 2014 has been reduced. Significant changes:</p> <ul style="list-style-type: none"> <li>• Wages have been reduced by \$280K because FY 2014 wages have been reduced.</li> <li>• Other expenses have been reduced by \$794K mainly because liability insurance for FY 2014 has been reduced by \$79K.</li> </ul> <p>A 2.5% growth rate for nonwage expenses have been used in the out years except for the following:</p> <ul style="list-style-type: none"> <li>• Anticipated wage increases.</li> <li>• Diesel fuel has been increased by 5% in each of the out years.</li> <li>• PERS employer rate for FY 2014 is 5.416%, The rates for FY 2015-FY 2018 are estimated to be 6.5%, 8%, 9.7%, &amp; 11.3%, based on an investment rate of return of 2.63% (<i>Source: What if scenario, PERS actuarial report of Oct 2012</i>). The 11.3% is used from then on.</li> </ul>
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**Ten Year Capital Program, Page 7 (The \* denotes a change from the April draft)**

Capital Program	<p>It is expected that \$15 million in TDA revenue will be needed for the capital program because there are some large bus purchases in FY 2014, 2015, and 2022 and the Bridge toll and 1b bond revenue will not be enough to match the federal portion.</p> <p>There also may be significant facility maintenance and modernization expenses that will need to be addressed in the next ten years.</p>
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**TDA Reserve, Page 10**

The TDA reserve is \$5.407 million at the end of FY 2022. This is an increase of \$3.346 million from the April 2013 draft. The amount of TDA projected to be used for operations decreased by \$1.048 million and additional projected Measure J revenue increased by \$2.298 million.

The estimated TDA revenue allocations remain the same. The FY 2013 and FY 2014 estimates were provided by the Contra Costa Auditor Controller. For the out years a 3% growth rate has been assumed.

**ACTION REQUESTED:**

**Staff requests that the A&F Committee forward the draft to the Board of Directors for further discussion so that a final budget can be approved in June.**

***DRAFT***  
**Operating and Capital Budget**

**Fiscal Year 2014**



**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**

**Concord, California**

**April 24, 2013**

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
FY 2014 Budget  
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**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
FY 2014 BUDGET SUMMARY**

	EST/ACTUAL FY 2013	APPROVED BUDGET FY 2013	% VARIANCE	PROPOSED BUDGET FY 2014	FY 2014 BUD OVER/(UNDER) EST ACT
Operations					
Fixed Route	\$ 26,055,797	\$ 27,281,272	-4.5%	\$ 28,144,934	8.0%
Paratransit	\$ 5,312,355	\$ 5,398,151	-1.6%	\$ 5,475,020	3.1%
Subtotal	\$ 31,368,152	\$ 32,679,423	-4.0%	\$ 33,619,954	7.2%
Capital					
Fixed Route	\$ 5,489,353	\$ 5,489,353	0.0%	\$ 24,755,700	351.0%
Paratransit	\$ 976,400	\$ 976,400	0.0%	-	100.0%
Subtotal	\$ 6,465,753	\$ 6,465,753	0.0%	\$ 24,755,700	282.9%
<b>Grand Total</b>	<b>\$ 37,833,905</b>	<b>\$ 39,145,176</b>	<b>-3.3%</b>	<b>\$ 58,375,654</b>	<b>54.3%</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
FY 2014 BUDGET- OPERATING EXPENDITURES**

Category	ACTUAL FY 2012	EST/ACT FY 2013	APPROVED BUDGET FY 2013	EST/ACT over(under) Budget Amount +/-	% +/-	PROPOSED BUDGET FY 2014	FY2014 vs 2013 EstActual Amount +/-	% +/-
<b>Fixed Route</b>								
Wages	11,693,345	12,072,800	11,880,381	192,419	1.6%	12,480,718	407,918	3.4%
Fringe benefits	7,002,817	7,324,327	7,544,482	(220,155)	-2.9%	7,727,233	402,906	5.5%
Total Wages and benefits	18,696,162	19,397,127	19,424,863	(27,736)	-0.1%	20,207,951	810,824	4.2%
Services	1,685,170	2,092,285	2,035,540	56,745	2.8%	2,253,610	161,325	7.7%
Materials and supplies	3,203,466	3,342,581	4,050,370	(707,789)	-17.5%	3,853,240	510,659	15.3%
Utilities	214,657	311,661	327,500	(15,839)	-4.8%	318,000	6,339	2.0%
Casualty and liability	415,417	355,732	360,300	(4,568)	-1.3%	427,843	72,111	20.3%
Taxes	293,586	313,500	376,000	(62,500)	-16.6%	315,000	1,500	0.5%
Leases and rentals	35,977	40,700	40,500	200	0.5%	40,700	0	0.0%
Miscellaneous	112,954	116,469	119,850	(3,381)	-2.8%	129,300	12,831	11.0%
Purchased transportation	69,314	85,742	46,350	39,392	85.0%	99,290	13,548	15.8%
Total Other Expenses	6,030,541	6,658,670	7,356,410	(697,740)	-9.5%	7,436,983	778,313	11.7%
Subtotal	24,726,703	26,055,797	26,781,272	(725,476)	-2.7%	27,644,934	1,589,137	6.1%
Contingency			500,000	(500,000)	-100.0%	500,000	500,000	
Subtotal	24,726,703	26,055,797	27,281,272	(1,225,476)	-4.5%	28,144,934	2,089,137	8.02%
<b>Paratransit</b>								
Wages	88,411	90,000	160,552	(70,552)	-43.9%	91,000	1,000	1.1%
Fringe benefits	48,258	46,543	66,687	(20,144)	-30.2%	46,639	96	0.2%
Total Wages and benefits	136,669	136,543	227,239	(90,696)	-39.9%	137,639	1,096	0.8%
Services	19,503	29,602	24,702	4,900	19.8%	36,931	7,329	24.8%
Materials and supplies	3,066	2,900	2,900	0	0.0%	3,000	100	3.4%
Utilities	19,232	20,800	20,800	0	0.0%	21,300	500	2.4%
Taxes	268	600	600	0	0.0%	600	0	0.0%
Miscellaneous	245	910	910	0	0.0%	920	10	1.1%
Purchased transportation	4,991,166	5,121,000	5,121,000	0	0.0%	5,274,630	153,630	3.0%
Total Other Expenses	5,033,480	5,175,812	5,170,912	4,900	0.1%	5,337,382	161,570	3.1%
Subtotal	5,170,149	5,312,355	5,398,151	(85,796)	-1.6%	5,475,020	162,665	3.1%
<b>Total</b>	<b>\$ 29,896,852</b>	<b>\$ 31,368,152</b>	<b>\$ 32,679,423</b>	<b>\$ (1,311,272)</b>	<b>-4.1%</b>	<b>\$ 33,619,954</b>	<b>\$ 2,251,802</b>	<b>7.2%</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
FY 2014 BUDGET- OPERATING REVENUES**

Category	ACT FY 2012	EST/ACT FY 2013	APPROVED BUDGET FY 2013	EST/ACT over(under) Budget		PROPOSED BUDGET FY 2014	FY2013 vs 2012 EstActual	
				Amount +/-	% +/-		Amount +/-	% +/-
Fixed Route								
Fare revenue	3,425,346	3,558,527	3,549,566	8,961	0.3%	3,629,698	71,171	2.0%
Special service revenue	945,970	960,445	886,414	74,031	8.4%	979,654	19,209	2.0%
Advertising revenue	537,546	552,096	552,096	-	0.0%	572,096	20,000	3.6%
Non-Operating rev	133,842	120,000	120,000	-	0.0%	120,000	-	0.0%
FTA Section 5303	-	30,000	30,000	-		30,000	-	
FTA Preventive Maintenance	3,266,451	2,002,433	2,453,884	(451,451)	-18.4%		(2,002,433)	-100.0%
Other State Grants				-		117,000	117,000	100.0%
STA Pop	1,852,940	2,674,424	3,570,068	(895,644)	-25.1%	2,149,883	(524,541)	-19.6%
TDA 4.0	9,534,883	10,884,995	10,547,734	337,261	3.2%	14,524,247	3,639,252	33.4%
Measure J	3,401,429	3,802,224	3,808,297	(6,100)	-0.2%	4,282,321	480,097	12.63%
BART Express Funds	556,311	603,978	603,978	-	0.0%	651,196	47,218	7.8%
Dougherty Valley revenue	291,998	-	225,000	(225,000)	-100.0%	200,000	200,000	100.0%
Other Local Grants	253,713	37,336	20,000	17,336	86.7%	0	(37,336)	-100.0%
RM 2/Other- Express	145,342	145,339	145,339	-	0.0%	145,339	-	0.0%
Lifeline	380,932	684,000	768,896	(84,896)	-11.0%	743,500	59,500	8.7%
Subtotal	24,726,703	26,055,797	27,281,272	(1,225,502)	-4.5%	28,144,934	2,089,136	8.0%
Paratransit								
Fare revenue	619,164	519,058	613,106	(94,048)	-15.3%	529,439	10,381	2.0%
Non-Operating revenue	15,698	300	300	-	0.0%	300	-	0.0%
FTA Section 5307	672,718	667,479	686,172	(18,693)	-2.7%	676,696	9,217	1.4%
TDA 4.5	655,865	638,144	638,144	-	0.0%	858,430	220,286	34.5%
TDA 4.0	1,314,613	944,884	1,008,296	(63,412)	-6.3%	991,823	46,939	5.0%
Measure J	994,559	1,170,229	1,170,022	207	0.0%	1,303,317	133,088	11.37%
STA Paratransit & Rev based	703,189	1,177,261	1,089,261	88,000	8.1%	916,116	(261,145)	-22.2%
BART ADA Service/Other	194,343	195,000	192,850	2,150	1.1%	198,900	3,900	2.0%
Subtotal	5,170,149	5,312,355	5,398,151	(85,796)	-1.7%	5,475,020	162,666	3.1%
<b>Total</b>	<b>\$ 29,896,852</b>	<b>\$ 31,368,152</b>	<b>32,679,423</b>	<b>\$ (1,311,271)</b>	<b>-4.1%</b>	<b>\$ 33,619,954</b>	<b>\$ 2,251,802</b>	<b>7.2%</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**FY 2014 Revenue Source Utilization**

	Anticipated Revenue	Anticipated Utilization	Difference
<b>Fixed Route</b>			
Fare revenue	\$ 3,629,698	\$ 3,629,698	0
Special service revenue	979,654	979,654	0
Advertising Revenue	572,096	572,096	0
Non-Operating revenue	120,000	120,000	0
FTA Section 5303	30,000	30,000	0
FTA Preventive Maintenance	0	0	0
STA Pop	2,149,883	\$ 2,149,883	0
TDA 4.0	16,160,875	14,524,247	1,636,628
Measure J	4,282,321	4,282,321	0
BART Express Funds	651,196	651,196	0
Dougherty Valley grants	200,000	200,000	0
Other Local Grants	0	0	0
RM2- Express	145,339	145,339	0
Lifeline-CCTA	743,500	743,500	0
<b>Total Fixed Route Operating Revenue</b>	<b>\$ 29,664,562</b>	<b>\$ 28,027,934</b>	<b>\$ 1,636,628</b>
<b>Paratransit</b>			
Fare revenue	\$ 529,439	\$ 529,439	0
Advertising Revenue	-	-	0
Non-operating revenue	300	\$ 300	0
FTA Section 5307	676,696	\$ 676,696	0
TDA 4.5	858,430	\$ 858,430	0
TDA 4.0	-	\$ 991,823	(991,823)
Measure J	1,303,317	\$ 1,303,317	0
STA Paratransit	916,116	\$ 916,116	0
Other Grants	-	-	0
BART ADA Service/other	198,900	\$ 198,900	0
<b>Total Paratransit Operating Revenue</b>	<b>\$ 4,483,198</b>	<b>\$ 5,475,020</b>	<b>\$ (991,823)</b>
<b>Capital Program</b>			
TDA 4.0	-	2,816,744	(2,816,744)
<b>Increase (Decrease) to TDA reserve</b>		<b>\$</b>	<b><u>(2,171,939)</u></b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
STAFFING**

Position Type		FY 08 ACTUAL	FY 09 ACTUAL	FY 2010 ACTUAL	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET
Transportation	Transportation administration	3.0	3.0	3.0	3.0	3.0	4.0	4.0
	Training	2.0	2.0	2.0	2.0	2.0	2.0	2.0
	Transit Supervisor/Dispatcher	12.0	10.0	10.0	10.0	10.0	10.0	11.0
		17.0	15.0	15.0	15.0	15.0	16.0	17.0
	Full-time runs	152.0	128.0	128.0	125.0	125.0	127.0	127.0
	Part-time runs	16.0	12.0	12.0	12.0	12.0	12.0	12.0
	Full-time stand-by (Protection)	42.0	38.0	38.0	35.0	35.0	36.0	36.0
		210.0	178.0	178.0	172.0	172.0	175.0	175.0
<b>Total Transportation</b>		<b>227.0</b>	<b>193.0</b>	<b>193.0</b>	<b>187.0</b>	<b>187.0</b>	<b>191.0</b>	<b>192.0</b>
Maintenance	Maintenance administration	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Facilities	5.0	5.0	5.0	5.0	5.0	5.0	5.0
		10.0	10.0	10.0	10.0	10.0	10.0	10.0
	Mechanic, Level V	5.0	5.0	5.0	5.0	5.0	5.0	5.0
	Mechanic, Level IV	4.0	4.0	4.0	4.0	4.0	4.0	4.0
	Mechanic, Level III	7.0	7.0	7.0	7.0	7.0	7.0	7.0
	Mechanic, Level II	2.0	2.0	2.0	2.0	2.0	2.0	2.0
	Mechanic, Level I	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Street Maintenance							1.0
	Bus service workers	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	29.0	29.0	29.0	29.0	29.0	29.0	30.0	
<b>Total Maintenance</b>		<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>39.0</b>	<b>40.0</b>
General Administration	General Administration	5.5	5.5	5.5	4.5	4.0	3.0	3.0
	Stores & Procurement	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Stores workers	2.0	2.0	2.0	2.0	2.0	2.0	2.0
	Finance	5.0	6.0	6.0	5.0	5.0	5.0	5.0
	Human Resources	3.0	3.0	2.0	2.0	2.0	2.0	2.0
	Marketing	3.0	3.0	3.0	3.0	2.0	2.0	2.0
	Customer service	8.5	6.5	6.5	6.5	6.0	6.0	6.0
	IT	2.0	2.0	2.0	2.0	2.0	2.0	2.0
	Planning/Scheduling	6.0	5.0	4.0	5.0	6.0	6.0	6.0
Subtotal in full time equivalents		36.0	34.0	32.0	31.0	30.0	29.0	29.0
<b>Fixed Route Operations</b>	<b>Total</b>	<b>302.0</b>	<b>266.0</b>	<b>264.0</b>	<b>257.0</b>	<b>256.0</b>	<b>259.0</b>	<b>261.0</b>
	Paratransit	3.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Total Operations</b>		<b>305.0</b>	<b>268.0</b>	<b>266.0</b>	<b>259.0</b>	<b>258.0</b>	<b>261.0</b>	<b>263.0</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
FY2014 CAPITAL PROGRAM**

	Funding Source				Total
	Fed	State Bridge Tolls	State Bonds	Local	
Revenue Fleet (33 Fixed route buses)	\$ 18,704,812	\$ 1,792,564	\$ 1,441,580	\$ 1,250,744	\$ 23,189,700
Facility Maintenance and Modernization				855,000	\$ 855,000
Non Revenue Fleet				226,000	\$ 226,000
Tools & Maintenance Equipment				120,000	\$ 120,000
IT Equipment/Software				365,000	\$ 365,000
				-	\$ -
<b>Total</b>	<b>18,704,812</b>	<b>1,792,564</b>	<b>1,441,580</b>	<b>2,816,744</b>	<b>\$ 24,755,700</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**CAPITAL PROGRAM**  
*In \$Thousands*

Programs	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY 2022	Total
Non Revenue Fleet		180	226	0	104	182	70	0	294	0	0	1,056
Revenue Fleet	7,692	5,728	23,190	23,547	0	5,288	238	761	793	0	34,093	101,331
Facility Maintenance & Modernization	3,752	503	855	1,115	2,465	0	0	0	0	8	0	8,698
Information Technology	898	55	365	328	250	80	80	85	85	55	85	2,366
Maintenance Equipment & Tools		0	120	220	257	165	100	275	65	50	50	1,302
Office Furniture and Equipment		0	0	50	116	50	123	50	70	80	80	619
<b>Total Capital Program</b>	<b>12,342</b>	<b>6,466</b>	<b>24,756</b>	<b>25,260</b>	<b>3,192</b>	<b>5,766</b>	<b>612</b>	<b>1,171</b>	<b>1,307</b>	<b>193</b>	<b>34,308</b>	<b>115,372</b>
Total Fixed-Route	11,630	5,490	24,756	24,901	3,192	477	373	410	514	193	33,912	105,848
Total Paratransit	712	976	-	359	-	5,288	238	761	793	-	396	9,523
	\$ 12,342	\$ 6,466	\$ 24,756	\$ 25,260	\$ 3,192	\$ 5,766	\$ 612	\$ 1,171	\$ 1,307	\$ 193	\$ 34,308	<b>115,372</b>

Funding Source	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY 2022	Total
Fed 5307	6,673	4,617	18,705	19,002	-	4,340	198	632	658	-	27,509	82,334
Transportation Development Act	1,183	235	2,817	1,814	3,191	477	373	410	514	193	4,127	15,334
State Transportation bonds	4,369	1,015	957	2,652	-	540	22	71	73	-	37	9,736
Lifeline- 1B pop based bonds	-	-	485	-	-	-	-	-	-	-	-	485
State Transportation- 1B security	117	117	-	-	-	-	-	-	-	-	-	234
Bridge Toll Revenue		443	1,792	1,793		409	18	59	60	-	2,635	7,209
Carryover of Prior yrs funding		39	-	-	-	-	-	-	-	-	-	39
To be Determined	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Capital Revenue</b>	<b>12,342</b>	<b>6,466</b>	<b>24,756</b>	<b>25,260</b>	<b>3,192</b>	<b>5,765</b>	<b>612</b>	<b>1,171</b>	<b>1,307</b>	<b>193</b>	<b>34,308</b>	<b>115,371</b>

Revenue Fleet replacements												
# Fixed Route vehicles	10	7	33	31							40	111
# Paratransit vehicles	8	10		3		42	4	8	6		3	76

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**TEN YEAR FORECAST** *In \$ Thousands*

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>Revenue Hours</b>	<b>209,000</b>										
1 Passenger Fares	3,425	3,559	3,630	4,060	4,141	4,224	4,614	4,706	4,800	4,896	4,994
2 Special Fares	946	960	980	999	1,019	1,040	1,060	1,082	1,103	1,125	1,148
3 Advertising	538	552	572	584	595	607	619	632	644	657	670
4 Investment & Other	134	120	120	120	120	120	120	120	120	120	120
5 FTA Sec 8 Planning	0	30	30	30	30	30	30	30	30	30	30
6 FTA Preventive Maintenance	3,266	2,002	-	-	-	-	-	-	-	-	-
7 Other state grants			117	117	117	117	117	117	117	117	117
8 STA Population	1,853	2,674	2,150	2,204	2,259	2,315	2,373	2,432	2,493	2,556	2,619
9 TDA 4.0	9,535	10,885	14,524	14,641	15,172	16,028	16,345	16,741	17,122	17,508	17,900
10 Measure J	3,401	3,802	4,282	4,209	4,378	4,555	4,738	4,929	5,152	5,386	5,631
11 BART Express Funds	556	604	651	671	691	711	733	755	777	801	825
12 Dougherty Valley dev fees/other	292	-	200	200	240	-	-	-	-	-	-
13 Other Local Grants	254	37	-	-	-	-	-	-	-	-	-
14 RM2/Meas J- Express	145	145	145	145	145	145	145	145	145	145	145
15 Lifeline-CC County	381	684	744	664	678	691	705	719	734	748	763
<b>16 Total Fixed Route Operating Revenue</b>	<b>24,727</b>	<b>26,056</b>	<b>28,145</b>	<b>28,643</b>	<b>29,585</b>	<b>30,583</b>	<b>31,600</b>	<b>32,408</b>	<b>33,238</b>	<b>34,090</b>	<b>34,963</b>
<b>17 Operating Expenses w/o contingency</b>	<b>24,727</b>	<b>26,056</b>	<b>27,645</b>	<b>28,643</b>	<b>29,585</b>	<b>30,583</b>	<b>31,600</b>	<b>32,408</b>	<b>33,238</b>	<b>34,090</b>	<b>34,963</b>
<b>% increase in expenses</b>		5.4%	6.1%	3.6%	3.3%	3.4%	3.3%	2.6%	2.6%	2.6%	2.6%
<b>18 Operating expense contingency</b>			\$ 500								
<b>19 Total Fixed Route Operating Expenses</b>	<b>24,727</b>	<b>26,056</b>	<b>28,145</b>	<b>28,643</b>	<b>29,585</b>	<b>30,583</b>	<b>31,600</b>	<b>32,408</b>	<b>33,238</b>	<b>34,090</b>	<b>34,963</b>
<b>Revenue Hours</b>	<b>82,000</b>										
20 Passenger Fares	619	519	529	577	594	612	667	687	708	729	751
21 Non-Operating revenue	16	-	-	-	-	-	-	-	-	-	-
22 FTA Section 5307	673	667	677	694	711	729	747	766	785	804	824
23 TDA 4.5	656	638	858	884	911	938	966	995	1,025	1,056	1,087
24 TDA 4.0	1,315	945	992	1,295	1,327	1,360	1,356	1,388	1,414	1,439	1,465
25 Measure J	995	1,170	1,303	1,267	1,318	1,371	1,426	1,484	1,551	1,622	1,695
26 STA Paratransit & Rev based	703	1,177	916	716	734	752	771	790	810	830	851
27 Bart ADA service	194	195	199	205	211	217	224	231	237	245	252
<b>28 Total Paratransit Operating Revenue</b>	<b>5,170</b>	<b>5,312</b>	<b>5,475</b>	<b>5,638</b>	<b>5,806</b>	<b>5,980</b>	<b>6,158</b>	<b>6,341</b>	<b>6,531</b>	<b>6,725</b>	<b>6,926</b>
<b>29 Total Paratransit Operating Expenses</b>	<b>5,170</b>	<b>5,312</b>	<b>5,475</b>	<b>5,638</b>	<b>5,806</b>	<b>5,980</b>	<b>6,158</b>	<b>6,341</b>	<b>6,531</b>	<b>6,725</b>	<b>6,926</b>
<b>% increase in expenses</b>		2.8%	3.1%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>30 Total CCCTA Operating Budget</b>	<b>\$ 29,897</b>	<b>\$ 31,368</b>	<b>\$ 33,620</b>	<b>\$ 34,282</b>	<b>\$ 35,391</b>	<b>\$ 36,563</b>	<b>\$ 37,757</b>	<b>\$ 38,750</b>	<b>\$ 39,769</b>	<b>\$ 40,815</b>	<b>\$ 41,889</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
TEN YEAR FORECAST In \$ Thousands**

	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
<b>31 Capital Revenue</b>											
32 Federal	\$ 6,673	\$ 4,617	\$ 18,705	\$ 19,002	\$ -	\$ 4,340	\$ 198	\$ 632	\$ 658	\$ -	\$ 27,509
33 Prop 1B bonds	4,369	1,015	957	2,652	-	540	22	71	73	-	37
34 Lifeline- 1B pop based bonds		-	485	-	-	-	-	-	-	-	-
35 State Transportation- 1B security	117	117	-	-	-	-	-	-	-	-	-
36 Bridge Toll revenues		443	1,792	1,793	-	409	18	59	60	-	2,635
37 TDA 4.0	1,183	235	2,817	1,814	3,191	477	373	410	514	193	4,127
38 Carryover of unused prior year funding		39	-	-	-	-	-	-	-	-	-
<b>39 Total Capital Revenue</b>	<b>12,342</b>	<b>6,466</b>	<b>24,756</b>	<b>25,260</b>	<b>3,192</b>	<b>5,766</b>	<b>612</b>	<b>1,171</b>	<b>1,307</b>	<b>193</b>	<b>34,308</b>
<b>40 Capital</b>	<b>\$ 12,342</b>	<b>\$ 6,466</b>	<b>\$ 24,756</b>	<b>\$ 25,260</b>	<b>\$ 3,192</b>	<b>5,766</b>	<b>\$ 612</b>	<b>\$ 1,171</b>	<b>\$ 1,307</b>	<b>\$ 193</b>	<b>\$ 34,308</b>

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
TDA RESERVE**

<b>TDA RESERVE</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
41 Beginning Balance	\$ 7,151	\$ 8,929	\$ 11,977	\$ 9,805	\$ 8,700	\$ 6,154	\$ 5,949	\$ 6,065	\$ 6,260	\$ 6,508	\$ 7,244
42 Estimated TDA 4.0 Allocation	\$ 13,811 5.71%	\$ 15,113 9.42%	\$ 16,161 6.94%	\$ 16,646 3.00%	\$ 17,145 3.00%	\$ 17,659 3.00%	\$ 18,189 3.00%	\$ 18,735 3.00%	\$ 19,297 3.00%	\$ 19,876 3.00%	\$ 20,472 3.00%
<b>TDA 4.0 Needed for Operations and Capital:</b>											
43 Used for Fixed route operations	(9,535)	(10,885)	(14,524)	(14,641)	(15,172)	(16,028)	(16,345)	(16,741)	(17,121)	(17,507)	(17,900)
44 Used for Paratransit operations	(1,315)	(945)	(992)	(1,295)	(1,327)	(1,360)	(1,356)	(1,388)	(1,414)	(1,439)	(1,465)
45 TDA used for Operations	<b>(10,850)</b>	<b>(11,830)</b>	<b>(15,516)</b>	<b>(15,937)</b>	<b>(16,499)</b>	<b>(17,388)</b>	<b>(17,701)</b>	<b>(18,129)</b>	<b>(18,535)</b>	<b>(18,947)</b>	<b>(19,364)</b>
46 Used for capital program	<b>(1,183)</b>	<b>(235)</b>	<b>(2,817)</b>	<b>(1,814)</b>	<b>(3,191)</b>	<b>(477)</b>	<b>(373)</b>	<b>(410)</b>	<b>(514)</b>	<b>(193)</b>	<b>(4,127)</b>
47 <b>Ending TDA Reserve</b>	<b>\$ 8,929</b>	<b>\$ 11,977</b>	<b>\$ 9,805</b>	<b>\$ 8,700</b>	<b>\$ 6,154</b>	<b>\$ 5,949</b>	<b>\$ 6,065</b>	<b>\$ 6,260</b>	<b>\$ 6,508</b>	<b>\$ 7,244</b>	<b>\$ 4,225</b>
Number Of Months of Operating Expenses in Reserve	3.6	4.6	3.5	3.0	2.1	2.0	1.9	1.9	2.0	2.1	1.2
Percentage of operating budget	30%	38%	29%	25%	17%	16%	16%	16%	16%	18%	10%

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
<b>FIXED ROUTE</b>								
Wages, Operators	7,030,090	7,115,300	7,021,300	94,000		7,193,500	78,200	
Wages, Operator/trainer	21,575	125,000	40,000	85,000		125,000	-	
Wages, Trans Admin	844,606	870,000	837,507	32,493		994,900	124,900	
Wages, Scheduling	91,058	107,000	108,855	(1,855)		110,200	3,200	
Wages, Maint Admin	382,725	381,000	376,781	4,219		385,600	4,600	
Wages, Building Maint.	243,724	260,000	257,212	2,788		262,500	2,500	
Wages, Customer Service	322,239	326,000	327,204	(1,204)		342,700	16,700	
Wages, Promotion	133,775	125,000	126,883	(1,883)		130,600	5,600	
Wages, EE Services	133,729	136,000	136,882	(882)		142,900	6,900	
Wages, Finance	319,482	362,000	323,274	38,726		339,600	(22,400)	
Wages, Safety & Trng	119,935	136,000	131,229	4,771		137,100	1,100	
Wages, General Admin	411,833	410,000	394,569	15,431		410,200	200	
Salaried Pool	-	-	47,000	(47,000)		36,000	36,000	
Performance based Comp Pool						40,000	40,000	
Wages, Admin Bonus	1,400	-	-	-		-	-	
Wages, Board	20,200	22,500	26,400	(3,900)		26,400	3,900	
Wages, Planning	396,920	398,000	380,424	17,576		394,600	(3,400)	
Wages, Service Workers	328,987	355,000	387,501	(32,501)		432,540	77,540	
Wages, Serv Wrkr Bonus	-	2,000	4,000	(2,000)		4,000	2,000	
Wages, Mechanics	884,767	936,000	948,710	(12,710)		967,728	31,728	
Wages, Mechanic Bonus	6,300	6,000	4,650	1,350		4,650	(1,350)	
<b>Total Wages</b>	<b>11,693,345</b>	<b>12,072,800</b>	<b>11,880,381</b>	<b>192,419</b>	<b>2%</b>	<b>12,480,718</b>	<b>407,918</b>	<b>3%</b>
Sick, Operators	374,911	316,200	370,100	(53,900)		292,500	(23,700)	
Sick, Trans Admin	22,045	29,000	31,200	(2,200)		23,300	(5,700)	
Sick, Scheduling	5,275	3,000	2,500	500		2,500	(500)	
Sick, Maint Admin	4,995	6,500	4,300	2,200		9,600	3,100	
Sick, Building Maint.	18,157	8,000	3,100	4,900		6,100	(1,900)	
Sick, Customer Svc	12,528	9,800	9,000	800		5,600	(4,200)	
Sick, Promotion	2,260	3,900	4,100	(200)		3,200	(700)	
Sick, EE Services	7,244	3,900	3,200	700		3,600	(300)	
Sick, Finance	14,880	8,500	9,500	(1,000)		8,400	(100)	
Sick, Safety & Trng	17,010	500	3,900	(3,400)		3,400	2,900	
Sick, General Admin	24,507	6,000	13,700	(7,700)		10,200	4,200	
Sick, Planning	6,465	4,700	14,300	(9,600)		9,700	5,000	
Sick, Service Workers	11,716	3,500	5,300	(1,800)		6,000	2,500	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)	FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Sick, Mechanics	23,573	21,000	23,100	(2,100)	23,600	2,600	
<b>Total Sick Pay</b>	<b>545,566</b>	<b>424,500</b>	<b>497,300</b>	<b>(72,800)</b>	<b>407,700</b>	<b>(16,800)</b>	<b>-4%</b>
Holiday, Operators	341,886	319,900	346,300	(26,400)	358,700	38,800	
Holiday, Trans Admin	37,983	47,000	40,255	6,745	50,600	3,600	
Holiday, Scheduling	5,494	5,700	5,538	162	5,800	100	
Holiday, Maint Admin	23,220	19,960	19,960	-	20,800	840	
Holiday, Building Maint.	11,478	14,000	12,681	1,319	14,300	300	
Holiday, Customer Svc	10,921	12,000	11,986	14	12,200	200	
Holiday, Promotion	3,750	9,000	5,587	3,413	9,200	200	
Holiday, EE Services	6,404	9,900	7,277	2,623	10,100	200	
Holiday, Finance	17,383	19,000	17,133	1,867	19,400	400	
Holiday, Safety & Trng	5,374	11,000	7,126	3,874	11,200	200	
Holiday, General Admin	25,187	24,000	21,203	2,797	24,500	500	
Holiday, Planning	18,654	20,000	20,371	(371)	21,100	1,100	
Holiday, Service Workers	16,395	19,500	18,982	518	21,255	1,755	
Holiday, Mechanics	44,082	54,000	50,811	3,189	55,080	1,080	
<b>Total Holiday Pay</b>	<b>568,211</b>	<b>584,960</b>	<b>585,210</b>	<b>(250)</b>	<b>634,235</b>	<b>49,275</b>	<b>8%</b>
Vacation, Operators	432,928	505,700	512,998	(7,298)	515,800	10,100	
Vacation, Trans Admin	54,393	66,600	65,700	900	74,300	7,700	
Vacation, Scheduling	6,348	7,500	7,700	(200)	7,800	300	
Vacation, Maint Admin	27,603	32,400	31,900	500	33,100	700	
Vacation, Building Maint.	15,178	17,000	19,200	(2,200)	18,000	1,000	
Vacation, Customer Svc	13,492	18,000	21,000	(3,000)	20,000	2,000	
Vacation, Promotion	9,354	11,100	11,000	100	11,300	200	
Vacation, EE Services	9,231	11,900	11,800	100	12,400	500	
Vacation, Finance	21,694	26,900	27,600	(700)	28,900	2,000	
Vacation, Safety & Trng	9,246	12,100	11,900	200	12,400	300	
Vacation, General Admin	29,372	33,600	34,900	(1,300)	36,000	2,400	
Vacation, Planning	22,843	28,000	29,400	(1,400)	30,200	2,200	
Vacation, Service Wrkrs	21,196	26,800	24,300	2,500	27,000	200	
Vacation, Mechanics	60,155	76,200	75,600	600	78,900	2,700	
<b>Total Accrued Vacation</b>	<b>733,033</b>	<b>873,800</b>	<b>884,998</b>	<b>(11,198)</b>	<b>906,100</b>	<b>32,300</b>	<b>4%</b>
Abs Pay, Operators	54,083	57,000	55,900	1,100	52,400	(4,600)	
Abs Pay, Trans Admin	1,892	1,500	1,781	(281)	2,200	700	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)	FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Abs Pay, Scheduling	-	1,000	249	751	300	(700)	
Abs Pay, Maint Admin	969	1,000	867	133	900	(100)	
Abs Pay, Building Maint.	262	-	560	(560)	600	600	
Abs Pay, Customer Svc	786	200	516	(316)	500	300	
Abs Pay, Promotion	-	200	296	(96)	300	100	
Abs Pay, EE Services	1,546	1,200	319	881	300	(900)	
Abs Pay, Finance	147	1,900	757	1,143	800	(1,100)	
Abs Pay, Safety & Trng	-	200	309	(109)	300	100	
Abs Pay, General Admin	-	1,100	930	170	1,000	(100)	
Abs Pay, Planning	909	485	890	(405)	900	415	
Separation Pay/Benefits	24,981	-	-	-	-	-	
Abs Pay, Service Wrkrs	-	300	369	(69)	414	114	
Abs Pay, Mechanics	-	400	439	(39)	449	49	
<b>Total Absence Pay</b>	<b>85,575</b>	<b>66,485</b>	<b>64,182</b>	<b>2,303</b>	<b>61,363</b>	<b>(5,122)</b>	<b>-8%</b>
<b>Total Compensation</b>	<b>13,625,730</b>	<b>14,022,545</b>	<b>13,912,071</b>	<b>110,474</b>	<b>14,490,116</b>	467,571	<b>3%</b>
FICA, Operators	101,020	107,700	101,801	5,899	109,800	2,100	
FICA, Trans Admin	11,403	13,001	13,001	-	15,403	2,402	
FICA, Scheduling	1,615	1,810	1,810	-	1,837	27	
FICA, Maint Admin	1,939	1,927	1,927	-	1,983	56	
FICA, Building Maint.	3,977	4,056	4,056	-	4,169	113	
FICA, Customer Service	5,342	5,360	5,360	-	5,526	166	
FICA, Promotion	2,066	2,144	2,144	-	2,212	68	
FICA, EE Services	2,387	2,312	2,312	-	2,419	107	
FICA, Finance	4,479	4,610	4,610	-	4,783	173	
FICA, General Admin	6,112	6,458	6,458	-	6,461	3	
FICA, Board Members	1,545	2,020	2,020	-	2,020	(0)	
FICA, Planning	6,221	6,458	6,458	-	6,619	161	
FICA, Service Workers	4,847	5,768	5,768	-	6,479	711	
FICA, Mechanics	10,569	12,396	12,396	-	12,679	283	
<b>Total FICA/Medicare</b>	<b>163,522</b>	<b>176,020</b>	<b>170,121</b>	<b>5,899</b>	<b>182,390</b>	<b>6,370</b>	<b>4%</b>
PERS-RET, Operators	628,092	642,200	636,600	5,600	663,200	21,000	
PERS-RET, Trans Admin	82,441	88,900	85,066	3,834	109,659	20,759	
PERS-RET, Scheduling	6,825	10,300	10,884	(584)	11,294	994	
PERS-RET, Maint Admin	51,853	51,900	50,998	902	53,819	1,919	
PERS-RET, Bldg Maint.	24,242	24,200	27,015	(2,815)	28,366	4,166	
PERS-RET, Cstmr Svc	43,591	34,600	32,233	2,367	33,982	(618)	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)	FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
PERS-RET, Promotion	19,058	16,900	16,236	664	17,078	178	
PERS-RET, EE Services	16,697	17,200	17,423	(223)	18,534	1,334	
PERS-RET, Finance	37,809	40,800	40,055	745	42,677	1,877	
PERS-RET, Sfty & Trng	18,438	19,100	18,866	234	19,945	845	
PERS-RET, Gen Admin	50,861	51,200	56,742	(5,542)	58,071	6,871	
PERS-RET, Planning	35,708	47,500	48,675	(1,175)	50,892	3,392	
GM-457 Retirement	7,212	7,500	7,500	-	7,500	-	
PERS-RET, Service Wrkr	28,133	33,100	37,109	(4,009)	42,346	9,246	
PERS-RET, Mechanics	88,809	91,700	95,791	(4,091)	100,091	8,391	
<b>Total Retirement</b>	<b>1,139,769</b>	<b>1,177,100</b>	<b>1,181,193</b>	<b>(4,093)</b>	<b>1,257,454</b>	<b>80,354</b>	<b>7%</b>
Medical, Operators	667,921	676,500	683,600	(7,100)	682,900	6,400	
Medical, Trans Admin	80,093	81,700	81,108	592	84,800	3,100	
Medical, Scheduling	11,596	16,800	16,800	-	16,800	-	
Medical, Maint Admin	15,030	15,500	15,180	320	15,500	-	
Medical, Building Maint.	37,250	37,400	37,600	(200)	37,900	500	
Medical, Customer Svc	9,714	6,900	10,900	(4,000)	7,300	400	
Medical, Promotion	14,216	9,500	14,200	(4,700)	9,500	-	
Medical, Finance	32,140	34,200	34,620	(420)	34,600	400	
Medical, Safety & Trng	7,592	7,900	7,600	300	7,900	-	
Medical, General Admin	63,592	54,200	68,588	(14,388)	54,400	200	
Medical, Retirees	95,347	131,300	110,000	21,300	136,200	4,900	
Medical, Planning	26,390	28,500	28,800	(300)	28,800	300	
Medical, Service Workers	125,598	133,600	148,403	(14,803)	142,300	8,700	
Medical, Mechanics	242,692	265,900	281,966	(16,066)	284,600	18,700	
Medical Admin Charge	8,111	7,200	9,100	(1,900)	7,400	200	
OPEB benefits	248,246	322,800	235,000	87,800	207,900	(114,900)	
<b>Total Medical</b>	<b>1,685,528</b>	<b>1,829,900</b>	<b>1,783,465</b>	<b>46,435</b>	<b>1,758,800</b>	<b>(71,100)</b>	<b>-4%</b>
Dental, Operators	204,932	212,800	200,640	12,160	219,200	6,400	
Dental, Trans Admin	20,718	21,200	21,960	(760)	21,800	600	
Dental, Scheduling	2,648	3,200	3,960	(760)	3,300	100	
Dental, Maint Admin	4,922	5,100	5,040	60	5,300	200	
Dental, Building Maint.	6,305	6,500	6,480	20	6,700	200	
Dental, Customer Svc	7,937	8,500	8,520	(20)	8,800	300	
Dental, Promotion	2,563	2,000	2,640	(640)	2,100	100	
Dental, EE Services	2,563	2,600	2,640	(40)	2,700	100	
Dental, Finance	5,378	5,500	5,520	(20)	5,700	200	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)	FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Dental, Safety & Trng	1,321	1,400	1,320	80	1,400	-	
Dental, General Admin	5,531	4,500	6,480	(1,980)	4,600	100	
Dental, Planning	6,966	7,700	8,520	(820)	7,900	200	
<b>Total Dental</b>	<b>271,784</b>	<b>281,000</b>	<b>273,720</b>	<b>7,280</b>	<b>289,500</b>	<b>8,500</b>	<b>3%</b>
WC, Operators	412,120	429,645	524,000	(94,355)	451,100	21,455	
WC, Trans Admin	44,664	46,490	56,700	(10,210)	48,800	2,310	
WC, Scheduling	6,000	4,346	5,300	(954)	4,600	254	
WC, Maint Admin	17,832	20,662	25,200	(4,538)	21,700	1,038	
WC, Building Maint.	15,000	10,331	12,600	(2,269)	10,800	469	
WC, Customer Svc	23,832	24,106	29,400	(5,294)	25,300	1,194	
WC, Promotion	10,288	12,053	14,700	(2,647)	12,700	647	
WC, EE Services	9,888	12,053	14,700	(2,647)	12,700	647	
WC, Finance	17,832	20,662	25,200	(4,538)	21,700	1,038	
WC, Safety & Trng	9,888	12,053	14,700	(2,647)	12,700	647	
WC, General Admin	20,832	22,384	27,300	(4,916)	23,500	1,116	
WC, Planning	18,988	18,121	22,100	(3,979)	19,000	879	
WC, Service Workers	32,320	35,339	43,100	(7,761)	37,100	1,761	
WC, Mechanics	101,216	106,755	130,200	(23,445)	112,100	5,345	
<b>Total Workers Comp</b>	<b>740,700</b>	<b>775,000</b>	<b>945,200</b>	<b>(170,200)</b>	<b>813,800</b>	<b>38,800</b>	<b>5%</b>
Life, Operators	58,559	61,200	59,700	1,500	63,000	1,800	
Life, Trans Admin	6,431	6,800	6,300	500	7,000	200	
Life, Scheduling	807	1,000	1,000	-	1,000	-	
Life, Maint Admin	3,617	3,600	3,800	(200)	3,700	100	
Life, Building Maint.	1,902	2,300	1,800	500	2,400	100	
Life, Customer Svc	2,492	2,500	2,600	(100)	2,600	100	
Life, Promotion	1,246	1,200	1,300	(100)	1,200	-	
Life, EE Services	1,308	1,300	1,400	(100)	1,300	-	
Life, Finance	3,142	2,900	3,300	(400)	3,000	100	
Life, Safety & Trng	1,073	1,100	1,200	(100)	1,100	-	
Life, General Admin	2,600	2,200	2,800	(600)	2,300	100	
Life, Planning	3,257	4,100	4,300	(200)	4,200	100	
<b>Total Life Insurance</b>	<b>86,434</b>	<b>90,200</b>	<b>89,500</b>	<b>700</b>	<b>92,800</b>	<b>2,600</b>	<b>3%</b>
SUI, Operators	75,594	76,000	72,900	3,100	76,000	-	
SUI, Trans Admin	6,076	6,200	5,642	558	6,510	310	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
SUI, Scheduling	868	868	868	-		868	-	
SUI, Maint Admin	2,170	2,170	2,170	-		2,170	-	
SUI, Building Maint.	2,170	2,170	2,170	-		2,170	-	
SUI, Customer Svc	3,613	3,472	3,472	-		3,472	-	
SUI, Promotion	868	868	868	-		868	-	
SUI, Safety & Trng	868	868	868	-		868	-	
SUI, General Admin	2,190	2,604	2,604	-		2,604	-	
SUI, EE Services	868	868	868	-		868	-	
SUI, Finance	3,038	2,190	2,170	20		2,170	(20)	
SUI, Planning	2,430	2,604	2,604	-		2,604	-	
SUI, Service Workers	3,949	4,340	4,340	-		4,774	434	
SUI, Mechanics	8,204	8,246	8,246	-		8,246	-	
<b>Total SUI</b>	<b>112,906</b>	<b>113,468</b>	<b>109,790</b>	<b>3,678</b>		<b>114,192</b>	<b>724</b>	<b>1%</b>
Operator Uniforms	45,431	45,000	45,000	-		48,000	3,000	
Uniforms - Maint. Pers.	13,381	13,941	14,000	(59)		14,500	559	
<b>Total Uniforms</b>	<b>58,812</b>	<b>58,941</b>	<b>59,000</b>	<b>(59)</b>		<b>62,500</b>	<b>3,559</b>	<b>6%</b>
Operator Medical Exams	10,637	10,310	12,000	(1,690)		12,000	1,690	
Emp Assistance Prog.	10,440	15,355	15,000	355		15,000	(355)	
Cafeteria Plan- Admin	186,420	251,900	225,041	26,859		290,300	38,400	
Cafeteria Plan-ATU	566,722	553,700	603,162	(49,462)		783,500	229,800	
Mechanic Tool Allowance	12,856	19,000	14,000	5,000		14,000	(5,000)	
Wellness Program	15,827	14,786	23,100	(8,314)		23,100	8,314	
Substance Abuse Prog.	8,075	7,902	8,500	(598)		8,500	598	
<b>Total Other Benefits</b>	<b>810,977</b>	<b>872,953</b>	<b>900,803</b>	<b>(27,850)</b>		<b>1,146,400</b>	<b>273,447</b>	<b>31%</b>
<b>Total Benefits</b>	<b>7,002,817</b>	<b>7,324,327</b>	<b>7,544,482</b>	<b>(220,155)</b>	<b>-3%</b>	<b>7,727,233</b>	<b>402,906</b>	<b>6%</b>
<b>Total Wages and Benefits</b>	<b>18,696,162</b>	<b>19,397,127</b>	<b>19,424,863</b>	<b>(27,736)</b>	<b>0%</b>	<b>20,207,951</b>	<b>810,824</b>	<b>4%</b>
Management Services	-	25,000	25,000	-		35,000	10,000	
Agency Fees	349	300	300	-		300	-	
In-Service Monitoring	-	6,000	6,000	-		6,000	-	
Mobility Services	28,547	29,500	29,500	-		30,400	900	
Schedules/Graphics	62,914	67,666	65,000	2,666		70,000	2,334	
Promotions	100,034	168,454	180,000	(11,546)		180,000	11,546	
Recruitment	4,274	9,360	7,500	1,860		10,000	640	
Legal Fees	150,937	310,000	280,000	30,000		330,000	20,000	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)	FY 2014 Budget	Over (Under) FY 2013 Est/Actual
Financial services	12,696	1,000	1,000	-	14,000	13,000
Auditor Fees	42,800	43,000	43,000	-	43,000	-
Freight In and Out	6,717	7,300	7,500	(200)	7,500	200
Bid and Hearing Notices	810	1,000	1,000	-	1,000	-
Service Development	37,254	33,000	40,000	(7,000)	40,000	7,000
Trans. Printing/Reproduc.	1,745	5,000	5,000	-	5,000	-
Payroll Services	45,170	47,000	45,000	2,000	48,000	1,000
Retail service charge	21	-	-	-	-	-
Bank service charge	63	70	-	70	100	30
Commuter check process fee	160	160	-	160	160	-
Pay PERS file upload	2,864	-	-	-	-	-
Special Planning- reimb expenses		100,000	-	100,000	-	(100,000)
Temporary Help-All depts	-	5,000	12,000	(7,000)	12,000	7,000
Temp Help-Tran Admin	12,957	-	-	-	2,000	2,000
SVR-Differential/Radiator	52,449	44,690	39,600	5,090	42,000	(2,690)
SVR-Transmission	57,176	83,000	72,000	11,000	120,000	37,000
SVR-Upholstery/Glass	32,402	29,447	35,180	(5,733)	32,000	2,553
SVR-Towing	10,669	10,698	10,000	698	13,000	2,302
SVR-Engine Repair	123,661	171,578	190,000	(18,422)	170,000	(1,578)
SVR-Body Repair	70,710	99,681	100,000	(319)	105,000	5,319
Emission controls	55,347	81,950	96,800	(14,850)	88,800	6,850
Phone Maint. Services	7,925	8,313	10,000	(1,687)	10,000	1,687
Support Vehicle maint	24,109	20,514	21,500	(986)	21,500	986
IT Supplies/replacements	23,927	13,541	25,000	(11,459)	18,000	4,459
Clever Devices/rideck maint	149,505	159,428	154,000	5,428	159,500	72
Office Equipment Maint.	19,094	20,000	20,000	-	20,000	-
Building Maint. Service	54,454	74,418	76,000	(1,582)	78,800	4,382
Landscape Service	43,787	51,940	48,000	3,940	61,200	9,260
IT Contracts	113,271	108,607	115,000	(6,393)	125,000	16,393
Radio Maint. Service	42,138	20,803	45,600	(24,797)	7,500	(13,303)
IT Consulting	422	3,500	10,000	(6,500)	10,000	6,500
RED Support Expense	131,151	34,594	18,000	16,594	15,000	(19,594)
Real Time Bus maintenance service					117,000	117,000
Contract Cleaning Service	2,960	-	3,460	(3,460)	-	-
Waste Removal	12,758	12,147	12,000	147	12,600	453
Hazardous Waste	49,646	75,957	75,000	957	78,750	2,793
Armored Transport	15,770	20,000	21,000	(1,000)	21,000	1,000

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Fire Monitoring	2,236	4,004	5,000	(996)		5,000	996	
Security Services	76,076	81,665	81,600	65		84,000	2,335	
Other Services	3,215	3,000	3,000	-		3,500	500	
<b>Total Services</b>	<b>1,685,170</b>	<b>2,092,285</b>	<b>2,035,540</b>	<b>56,745</b>	<b>3%</b>	<b>2,253,610</b>	<b>161,325</b>	<b>8%</b>
Diesel Fuel	2,119,921	2,151,913	2,807,500	(655,587)		2,573,750	421,837	
Oils and Lubricants	69,159	64,993	65,212	(219)		66,900	1,907	
Gasoline	26,638	32,481	35,000	(2,519)		33,000	519	
Tires and Tubes	187,240	209,205	209,847	(642)		218,524	9,319	
Safety Supply	7,612	4,632	4,400	232		4,400	(232)	
Transportation Supplies	12,988	12,500	12,500	-		12,500	-	
BART Relief Tickets	35,000	48,000	45,000	3,000		55,000	7,000	
CSS-Soaps	12,972	13,410	14,000	(590)		14,000	590	
CSS-Solvents	217	5,000	5,500	(500)		5,000	-	
CSS-Cleaning	7,533	6,483	6,500	(17)		6,695	212	
CSS-Safety	7,552	7,540	7,000	540		7,000	(540)	
CSS-Antifreeze	6,631	4,865	5,000	(135)		5,000	135	
CSS-Gases	6,713	7,766	8,000	(234)		8,000	234	
Oil Analysis	9,000	17,500	17,500	-		18,000	500	
Equipment/Garage Exp.	26,343	24,880	25,000	(120)		25,000	120	
Coach Repair Parts	540,798	554,798	614,911	(60,113)		614,911	60,113	
Repair parts-grant exp	7,020	25,000	-	25,000		25,000	-	
Shelter/Bus Stop Supply	-	11,000	15,000	(4,000)		15,000	4,000	
Janitorial Supplies	16,853	17,469	17,500	(31)		17,500	31	
Lighting Supply	5,413	8,281	10,000	(1,719)		10,000	1,719	
Building Repair Supply	25,963	34,458	34,500	(42)		37,560	3,102	
Landscape Supply	1,053	3,227	3,500	(273)		5,000	1,773	
Tickets, Passes, Xfrs	14,607	27,767	28,000	(233)		18,000	(9,767)	
Supplies - Offsites	1,114	1,551	2,500	(949)		2,000	449	
Personnel Office Supply	117	288	1,000	(712)		1,000	712	
Computer Supplies	2,138	1,725	-	1,725		-	(1,725)	
Office Supplies-Administration	12,749	12,824	15,000	(2,176)		15,000	2,176	
Office Supplies-Maint.	2,188	3,500	4,500	(1,000)		3,500	-	
Obsolete Parts Write-Off	10,650	483	-	483		-	(483)	
Postage	14,896	12,000	12,000	-		12,000	-	
Safety Contingency Plans	2,951	2,663	5,000	(2,337)		5,000	2,337	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Training Supply	1,600	2,807	6,000	(3,193)		6,000	3,193	
Contracts & Grants Supply	4,659	6,000	6,000	-		6,000	-	
Supplies- IC	3,178	5,572	7,000	(1,428)		7,000	1,428	
<b>Total Materials &amp; Supplies</b>	<b>3,203,466</b>	<b>3,342,581</b>	<b>4,050,370</b>	<b>(707,789)</b>	<b>-17%</b>	<b>3,853,240</b>	<b>510,659</b>	<b>15%</b>
Pacific Gas and Electric	179,739	185,000	198,000	(13,000)		188,000	3,000	
Telephone Svc - Concord	(1,433)	29,779	25,000	4,779		25,000	(4,779)	
Contra Costa Water District	19,824	19,500	19,500	-		20,000	500	
Telephone-Cellular	16,527	77,382	85,000	(7,618)		85,000	7,618	
<b>Total Utilities</b>	<b>214,657</b>	<b>311,661</b>	<b>327,500</b>	<b>(15,839)</b>	<b>-5%</b>	<b>318,000</b>	<b>6,339</b>	<b>2%</b>
Physical Damage	88,951	89,112	90,500	(1,388)		89,001	(111)	
Property Premiums	33,050	45,886	34,700	11,186		48,200	2,314	
Other Premiums	10,325	8,325	10,800	(2,475)		8,700	375	
UST Insurance	9,090	9,500	9,500	-		10,000	500	
Liability Premiums	144,645	124,109	136,000	(11,891)		189,242	65,133	
Insurance/Liability losses	129,280	78,800	78,800	-		82,700	3,900	
Other Losses	-	-	-	-		-	-	
Pass sales write offs	76	-	-	-		-	-	
<b>Total Insurance</b>	<b>415,417</b>	<b>355,732</b>	<b>360,300</b>	<b>(4,568)</b>	<b>-1%</b>	<b>427,843</b>	<b>72,111</b>	<b>20%</b>
Property Tax	9,051	10,000	10,000	-		10,000	-	
Licenses / Registrations	761	2,000	2,000	-		2,000	-	
Fuel Storage Tank Fees	13,645	14,000	15,000	(1,000)		15,000	1,000	
Use and Other Taxes	7,091	7,500	9,000	(1,500)		8,000	500	
Sales Tax	263,038	280,000	340,000	(60,000)		280,000	-	
<b>Total Taxes</b>	<b>293,586</b>	<b>313,500</b>	<b>376,000</b>	<b>(62,500)</b>	<b>-17%</b>	<b>315,000</b>	<b>1,500</b>	<b>0%</b>
Equipment Leases	2,264	7,000	7,000	-		7,000	-	
Radio Site Lease-Diablo	33,713	33,700	33,500	200		33,700	-	
<b>Total Leases</b>	<b>35,977</b>	<b>40,700</b>	<b>40,500</b>	<b>200</b>	<b>0%</b>	<b>40,700</b>	<b>-</b>	<b>0%</b>
Business Expense- Tran	177	250	250	-		100	(150)	
Business Expense-admin	34	400	400	-		400	-	
Business Expense-Fin	412	500	500	-		500	-	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Board Travel	9,853	11,000	11,000	-		16,500	5,500	
Staff Travel	21,712	20,000	18,000	2,000		20,000	-	
CTA Dues	11,338	12,325	13,000	(675)		13,000	675	
APTA Dues	26,000	26,494	33,000	(6,506)		28,000	1,506	
Business Expense	8,109	8,000	1,000	7,000		4,000	(4,000)	
Training / Subs-Gm	1,678	4,000	4,000	-		7,500	3,500	
Misc exp	922	1,000	5,600	(4,600)		1,200	200	
Employee Functions	25,240	25,000	25,000	-		30,000	5,000	
Employee Awards	3,891	4,000	4,000	-		4,000	-	
Departing Emp gifts	250	500	1,200	(700)		700	200	
Paypal fees	2,989	3,000	2,500	500		3,000	-	
Newsletter Expense	349	-	400	(400)		400	400	
<b>Total Miscellaneous</b>	<b>112,954</b>	<b>116,469</b>	<b>119,850</b>	<b>(3,381)</b>	<b>-3%</b>	<b>129,300</b>	<b>12,831</b>	<b>11%</b>
San Ramon-Noon shuttle		742	-	742		-	(742)	
St Marys shuttle	41,499	43,000	46,350	(3,350)		44,290	1,290	
Cal State rte 260 shuttle	27,815	42,000	-	42,000		55,000	13,000	
<b>Total Purchased Transportation</b>	<b>69,314</b>	<b>85,742</b>	<b>46,350</b>	<b>39,392</b>	<b>85%</b>	<b>99,290</b>	<b>13,548</b>	<b>16%</b>
<b>Total Other Operating Expense</b>	<b>6,030,541</b>	<b>6,658,670</b>	<b>7,356,410</b>	<b>(697,740)</b>		<b>7,436,983</b>	<b>778,313</b>	<b>12%</b>
Contingency			500,000	(500,000)		500,000	500,000	
<b>TOTAL FIXED ROUTE EXPENSES</b>	<b>24,726,703</b>	<b>26,055,797</b>	<b>27,281,273</b>	<b>(1,225,475)</b>	<b>-4%</b>	<b>28,144,934</b>	<b>2,089,137</b>	<b>8.0%</b>
Paratransit								
Wages	88,411	90,000	160,552	(70,552)		91,000	1,000	
Sick Wages	2,546	2,000	5,951	(3,951)		2,300	300	
Holiday Pay	4,599	5,500	8,470	(2,970)		5,100	(400)	
Vacation Pay	6,224	6,500	10,628	(4,128)		7,800	1,300	
Absence pay	-	200	372	(172)		200	-	
Cafeteria Plan	6,270	4,800	4,800	-		4,800	-	
FICA	1,216	2,697	2,697	-		1,442	(1,255)	
PERS	12,695	9,300	19,195	(9,895)		9,381	81	
Medical	11,348	11,844	10,932	912		11,844	-	

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**  
**DETAILED BUDGET**

	FY 2012 ACT	Est/Act FY 2013	FY 2013 Budget	Over (Under)		FY 2014 Budget	Over (Under) FY 2013 Est/Actual	
Dental	1,483	1,400	1,440	(40)		1,440	40	
Life Insurance	835	1,000	900	100		1,030	30	
SUI	1,042	1,302	1,302	-		1,302	-	
Agency Fees/Public Info	-	510	510	-		520	10	
Promotions	-	520	520	-		530	10	
Legal Fees	1,169	3,232	3,232	-		10,000	6,768	
Building Maint Services	1,565	2,040	2,040	-		2,081	41	
Radio Maint Services	10,196	13,300	13,300	-		13,600	300	
Community Van Maint	6,573	10,000	5,100	4,900		10,200	200	
Office Supply, PTF	3,066	2,900	2,900	-		3,000	100	
Gas and Electric	18,132	19,400	19,400	-		19,800	400	
Cell Phone	1,100	1,400	1,400	-		1,500	100	
Sales Tax	268	600	600	-		600	-	
Purchased Trans-LINK	4,794,660	4,924,000	4,924,000	-		5,071,720	147,720	
Purchased Trans-BART	196,506	197,000	197,000	-		202,910	5,910	
Training / Subscriptions	-	510	510	-		520	10	
Other Misc Expenses	245	400	400	-		400	-	
<b>Total Paratransit</b>	<b>5,170,149</b>	<b>5,312,355</b>	<b>5,398,151</b>	<b>(85,797)</b>	<b>-2%</b>	<b>5,475,020</b>	<b>162,665</b>	<b>3%</b>
<b>TOTAL CCCTA</b>	<b>29,896,852</b>	<b>31,368,152</b>	<b>32,679,423</b>	<b>(1,311,272)</b>	<b>-4%</b>	<b>33,619,954</b>	<b>2,251,803</b>	<b>7.2%</b>

# FY2014 MARKETING AND COMMUNICATIONS PLAN

## I. SYSTEM OVERVIEW

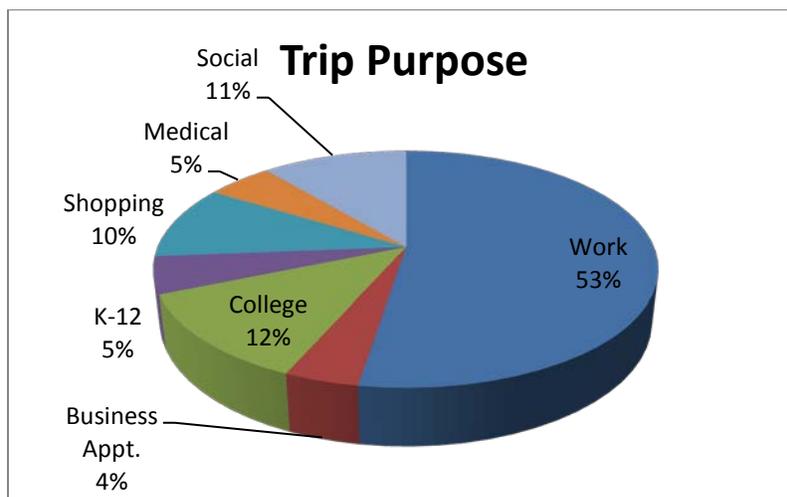
The Central Contra Costa Transit Authority (County Connection) was established in March of 1980, under a Joint Exercise of Powers Agreement (JEPA). The County Connection's service area encompasses nearly 200 square miles and includes the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, Walnut Creek, the Town of Danville, the Town of Moraga, and unincorporated areas of central Contra Costa County.

County Connection currently operates twenty four weekday local routes, seven express routes, and twenty one routes targeted to school bell times. County Connection connects riders to seven BART stations, Martinez Amtrak, the ACE rail station, business centers, schools, medical facilities, social services, and recreation venues. One hundred and twenty one accessible buses are used. Service is currently provided weekdays between the hours of 6:00 a.m. and 9:00 p.m., and on weekends from 9:00 a.m. to 7:00 p.m.

### Passenger Profile

In 2012 the Metropolitan Transportation Commission (MTC) conducted on-board surveys on behalf of transit agencies throughout the Bay Area. The survey questions included traditional demographic questions, but also included a follow-up telephone survey for a more precise passenger profile. Below is a snapshot of County Connection's ridership.

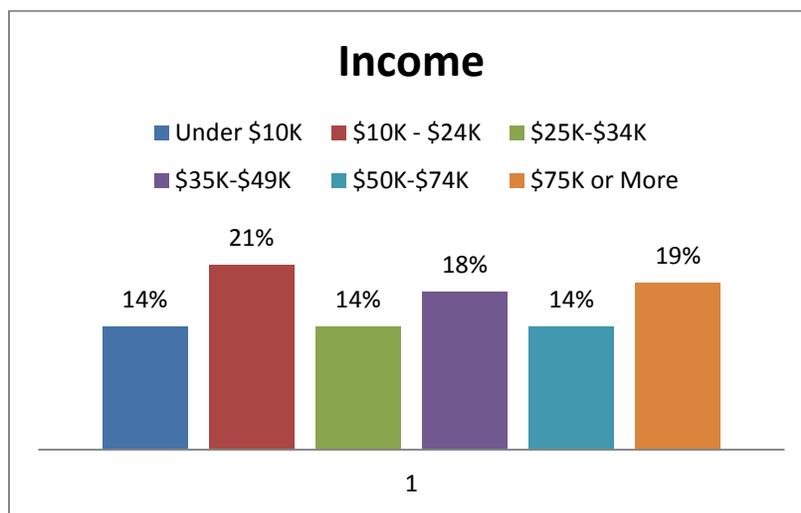
Trip Purposes: 56% of trips were for work and business appointments, 17% were for K-12 and college trips, 11% were for social or recreational trips, 10% were for shopping, and 5% were for medical/dental. Furthermore, 53% reported that they work only, 16% were students only, and 14% were neither students who also work and 17% were neither employed nor students.



Rider Loyalty: The majority of riders are frequent riders - 93% use the bus at least once a week.

Age: The most common age-group are those in their 20's, representing 26% of responses. The age of riders is evenly split among those in their 30's, 40's and 50's, and 60% with percentages of 13%, 18%, 19%, and 15% respectively. Riders under the age of 20 represent 9% of County Connection ridership.

Household Income: Total household income for riders was also distributed relatively evenly among riders, dispelling the perception that public transit serves a primarily low-income population.



Transit Dependence: Over half (53%) of riders indicate they do not have a current driver's license, and nearly one third report they have no working vehicle available to them.

Language: Surveys were available in both English and Spanish. Of the 2,228 surveys collected 2,125 were English (95%), and 103 were Spanish (5%). Of those completing the survey in English, 33% speak another language at home. At 45% Spanish was the most commonly noted second language.

## II. MARKETING OBJECTIVES

The FY2014 Marketing Plan is intended to meet the following objectives:

- Promote Bus Tracker – Increase awareness and use of bus tracker through media and marketing messages. Support BART's efforts to implement real time signage at BART stations, and work with MTC to feed real time information to 511.

- Strengthen Brand Identity - Increase name awareness and familiarity with the services that County Connection provides. Promote the benefits County Connection offers to riders, and build upon our reputation for providing efficient, friendly service with equipment that is clean, safe, and well maintained.
- Prepare For Clipper - Evaluate fare media effectiveness and options to simplify and coordinate fare media in anticipation of Clipper roll-out.
- Retain Current Riders – Retain current riders through effective passenger information, quality service delivery, and excellent customer service. Reward loyal customers through customer appreciation activities, and well-priced discount fare media options.
- Expand Ridership Base – Encourage trial ridership among the targeted market segments. Identify potential riders that have a high likelihood of trying County Connection to increase ridership and fare revenue.

### **III. TARGET MARKETS**

#### **Commuters**

The commute market has always been the cornerstone of County Connection service, as they use it on a regular basis. Fifty-six percent of those responding to the recent on-board survey were using the bus for work trips. This compares to 46% reported in the 2007 survey.

In late 2012 County Connection introduced Bus Tracker, the real-time bus arrival program. Access to real time arrival information is important to today's commuters who expect accurate and reliable information. The ability to receive text or email alerts when their bus is arriving, saves riders time and increases their confidence. With the economy stabilizing and signs of local employment growth, County Connection is experiencing ridership gains amongst commuters. The availability of real time information will continue to improve service quality and support this market segment.

An effective outreach program has been used the past year to promote Bus Tracker that included the use of mass media to deliver consistent messages. Local broadcast radio, digital radio, and targeted cable television will be used in FY2014 to further promote Bus Tracker while solidifying the County Connection brand.

Marketing staff will continue to support the employee events sponsored by 511 Contra Costa, SWAT, Contra Costa Centre Association, the Bishop Ranch Business Park, and any other business needing our assistance in furthering their commute alternative programs.

## **Students**

School trips make up 17% of the total ridership according to the 2012 on-board survey. Five percent were going to K-12 schools, and 12% were going to college.

It should be noted County Connection also reports student/youth ridership as a fare category, and that these totals are estimates because County Connection does not have a separate youth fare. For instance, riders on the 600 series/student routes are categorized by operators as youth riders though they pay the same fare as an adult. Riders on regular fixed-routes are categorized as adult or youth, based on operator judgment.

Higher Education students are an important market in that several institutions help subsidize service and/or offer free fares. Currently County Connection maintains agreements with Saint Mary's, JFK University, Cal State East Bay, and the ITT Institute in Concord to provide additional services tailored to the needs of the students, providing free fares. Staff is renewing efforts to work out a pass program with Diablo Valley College.

The student market is one best influenced at an early age, and we have had success capturing the 10-14 year olds as they transition from using district sponsored school bus service to County Connection for middle school. The marketing department supports the elementary, middle and high school students through the Class Pass Program and the Summer Youth Program.

The Class Pass Program invites teachers to use the system during off-peak hours for field trips. The program promotes using the bus for trips beyond going to/from school and introduces young students to the public bus system. Class Pass trips are organized through the Marketing Department, and provided free of charge. A small package containing age appropriate promotional items is provided to the teacher for the class. Information is also provided that explains bus safety, places to go, and our partnership with the Safe Place program.

The Summer Youth Program consists of providing youth – age 6 to 18 - with a half price bus pass that's good during the summer months. Program materials are delivered to the schools at the end of the school year. Promotional posters are also distributed to teen centers, recreation areas, and community centers. On-screen advertising during the summer will take place at the Brendan Theater in Concord as long as the local pricing structure remains within budget.

511 Contra Costa and SWAT continue to partner with County Connection to promote free or deeply discounted bus passes as a back-to-school incentive in the fall. During the 2011/12 school year nearly 3,000 students received free bus passes through their School Pool program, generating over \$90,000 in revenue. County Connection works closely with schools and students throughout the year to provide information on the school oriented bus routes.

## **Seniors & Persons With Disabilities**

The senior population (age 65 and older) continues to be a strong, stable market segment, comprising 15% of total ridership. County Connection is experiencing small, consistent increases in senior ridership and anticipates more dramatic growth as “baby boomers” age. It is important to attract seniors to the fixed-route service and to retain their patronage for as long as possible before they shift to the more expensive LINK paratransit service.

The most effective way to market to seniors is to make sure they are knowledgeable of the service before they need it - by educating them about the public transportation options before they reach the point of giving up their driver’s license. Consistent messaging to commuters age 30-55 will support this effort.

Currently Accessible Services staff meets with residents at Senior Centers and senior resource fairs. Information about our accessible services, local bus routes, and the deep discounts offered to seniors is available. Volunteer bus Ambassadors are available to assist those wishing to learn how to use fixed-route buses with trip planning, and will travel with individuals until they are comfortable traveling on their own.

The Marketing department updates The Guide To Accessible Services booklet which outlines all accessible features on our buses. Information is tailored to those with mobility impairments or special needs. This booklet focuses on fixed-route services and includes fare information, accessible features and information on the Regional Transit Connection Discount Card program.

The marketing staff coordinates with the Accessible Services department to produce the Welcome To LINK booklet, periodic newsletters, and related promotional supplies. Staff also assists as needed to produce materials targeted to seniors, physicians, and care providers which focus on fixed-route service.

Seniors who use BART get a large discount and many seniors were purchasing paper tickets prior to Clipper. Implementing the change from paper tickets to Clipper has been challenging because they must apply in person to provide proof of age, and the number of outlets shrank significantly. Because there are very few locations in Contra Costa County that distribute the Senior Clipper cards, County Connection has agreed to assist in this role.

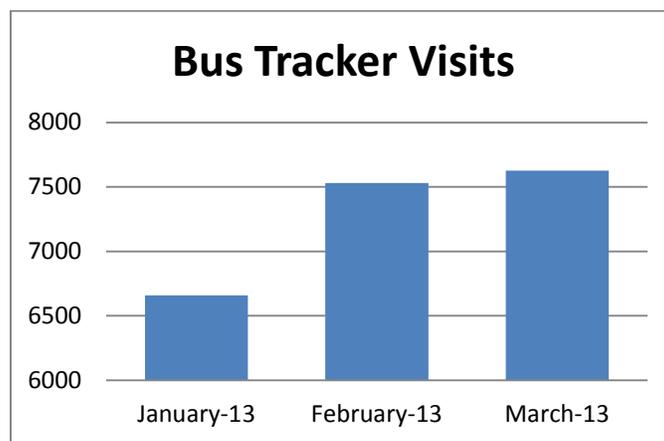
## **IV. FY2014 MARKETING FOCUS & STRATEGIES**

The FY2014 marketing program will emphasize the role County Connection plays as a vital part of our community in providing safe, clean, efficient, and reliable transit service. The program will continue to focus on promoting Bus Tracker, define and strengthen the brand identity,

prepare to be included in the Clipper regional fare program, retain current rider, and expand ridership by encouraging trial ridership.

### **Bus Tracker**

Bus Tracker was introduced in mid FY2013 and has been well received by riders. Bus Tracker provides accurate real time arrival information via the web. One month after the system wide introduction in January 2013 there were 6,000 visits to the Bus Tracker site. By March 2013 the number of visits has climbed to nearly 7,700. At the time of this draft 185 users have established personal accounts. Rider response to Bus Tracker has been positive, and the momentum built with consistent messaging will continue into FY2014.



### **County Connection Branding**

It is important to continually update our image to stay fresh and relevant. Changes to update the agency image and enhance the rider experience have been made. The website has been updated and is more engaging and better utilized. The customer service staff in the Call Center were re-trained, and the call monitoring program was updated.

A brand review was conducted and it was revealed that we refer to the agency in a number of ways that leads to confusion. In written communications we refer to the agency as County Connection, The County Connection, CCCTA, and the Central Contra Costa Transit Authority interchangeably. To be viewed as a relevant service provider in touch with the needs of our passengers, clearly defining our name and using that name consistently in all messaging is essential. The Board of Directors approved dropping “The” from the agency logo and has directed the General Manager and staff to use “County Connection” wherever possible. An implementation plan for both short and long term transition of the agency materials, vehicles and road signage was also approved.

Future efforts to refresh the brand will include evaluation of the colors and the paint scheme on the buses, and options to keep the brand visible when large format advertisements are on the buses.

### **Clipper**

Riders are anxiously awaiting County Connection's participation in the Clipper program. MTC has identified funding and is in the process of developing an implementation schedule for the East Bay operators. County Connection, Tri Delta, WestCAT, and Wheels have begun discussions to coordinate and simplify our fare structures, and will consider fare media options such as a rolling monthly pass and other discounted multi-use fare media.

Marketing staff will work closely with MTC and the marketing staff at neighboring agencies to develop successful advertising and public outreach campaigns.

### **Media Strategies**

Next year the marketing department will continue to promote Bus Tracker and our service through the use of local and regional media outlets.

- Electronic and digital messages will be scheduled regularly using a combination of local radio traffic sponsorship packages, as well as digital radio formats.
- Cable television/digital video messages will be scheduled regularly to complement the audio messaging while providing the visual element to strengthen County Connection's brand identity.
- Direct mail and newsprint will be used sporadically to deliver route specific or program specific messages.

## **V. CUSTOMER SERVICE**

### Call Center

Initial contact with County Connection by a new rider is often through Customer Service. To assure that performance standards are met, live call coaching sessions are scheduled regularly, and calls are randomly monitored and scored each month. The monitored calls and the scoring information are shared with each representative as part of the on-going refresher training.

Customer Service agents enjoy access to real time information and are able to provide better, more predictable information to callers.

### Website

Marketing staff strives to keep the County Connection website current and fresh. The website has a blog feature that is reviewed every day, with staff responding to comments or questions

within 24 hours. In the past year the number of visits to the website has grown by 29%, and the number of unique users has grown by 16%.

### Social Media

County Connection maintains Facebook and Twitter business pages in the mix of outreach strategies to communicate with followers. The use of social media as a business tool is a relatively new phenomenon, and the growth in followers has been slow, but consistent. All news information posted on the website is also posted on the Facebook and Twitter pages, and in the past year, the number of responses to Facebook and Twitter posts are nearly equal to those placed through the website. Staff responds to comments posted on social network pages the same as any other customer contact.

### Regional Customer Service Projects

MTC coordinates several regional customer service projects that County Connection participates in. They include:

- 511.org - The 511.org website provides direct links to all area transit agency web sites and includes a regional trip planner. Planning provides the data feed from each service bid and marketing spot checks the schedules for accuracy prior to posting on the 511.org website. We will eventually feed real time information to 511.org.
- 511 Customer Service Telephone Line – Individuals calling 511 are directed by telephone prompts to the transit agency of choice. The caller is then connected to the transit agency Customer Service Center. Each agency is responsible for providing information to 511 relating to call center hours/fares.
- The Bay Area Air Quality Management District routinely sponsors low cost marketing programs targeted to specific audiences. Last year the Contra Costa Spare The Air resource team conducted a “Transit and Trails” promotion, reaching out to youth program coordinators, senior groups and conservation clubs. The promotion will be repeated in FY2014, and County Connection marketing staff will provide support to the resource team for this project.

## **VI. COMMUNITY OUTREACH**

- Business Expos - Participating in business and employer sponsored transportation events are excellent opportunities for County Connection to communicate directly with commuters seeking an alternative to driving. Large employers periodically sponsor events either through a Transportation Demand Management organization, or on their own. County Connection staff routinely attends such events. Many of the Chambers of Commerce sponsor business expos allowing members to set up displays at little or no

cost. Marketing staff attends a select number of these events in an effort to maintain a presence in the business community.

- Earth Day/Green Events - Sustainability, once a topic connected to Earth Day, is becoming a year-round event. Often “green” events are combined with health fairs put on by large hospitals such as John Muir Medical Center, and Kaiser. Earth Day and green events are now scheduled throughout the year in nearly every community. Because these events target a broad market, marketing staff attends as many as possible, often bringing a bus for attendees to board. Having our product available gives staff the opportunity to talk about the environmental benefits of using public transportation, and efforts County Connection is taking to be a responsible and environmentally friendly member of the community.
- Select Community Events – Many communities sponsor events that draw large crowds from throughout the service area. Examples include Kid Fest in Concord, the Walnut Festival in Walnut Creek, Earth Day in Martinez, and the Lafayette Art & Wine Festival. With limited staff, emphasis will be placed on attending events that have a family focus where we can have a bus on display. Young children are drawn to the bus, which provides an opportunity for staff to introduce the bus and our services to parents. Marketing staff will rely on volunteer staff and Ambassadors to assist at these events.
- The marketing department will continue to organize and promote the community based annual food drive, support training requests for Guide Dogs For The Blind, and coordinate with maintenance to support law enforcement training activities requiring the use of the buses and the facility.

## **FY2014 MARKETING PROMOTIONS BUDGET**

### I. Systemwide Branding/Real Time

\$135,000

- Direct Mail - Periodic Route Support Programs (\$30K)
- Bi-Monthly Radio - combination of :30 and :15 announcements (\$35K)
- Bi-Monthly Cable - :30 (\$35K)
- Quarterly Newsprint advertising (\$15K)
- On-Line/Digital Advertising - :15 and :30 (\$20K)

### II. Target Marketing Programs

\$20,000

- Senior & Disabled Marketing Programs
- Youth Marketing

### III. Business and Community Outreach Efforts

\$10,000

- Chamber Dues
- Business and community event fees
- Flyer/print production

### IV. Miscellaneous Expenses

\$15,000

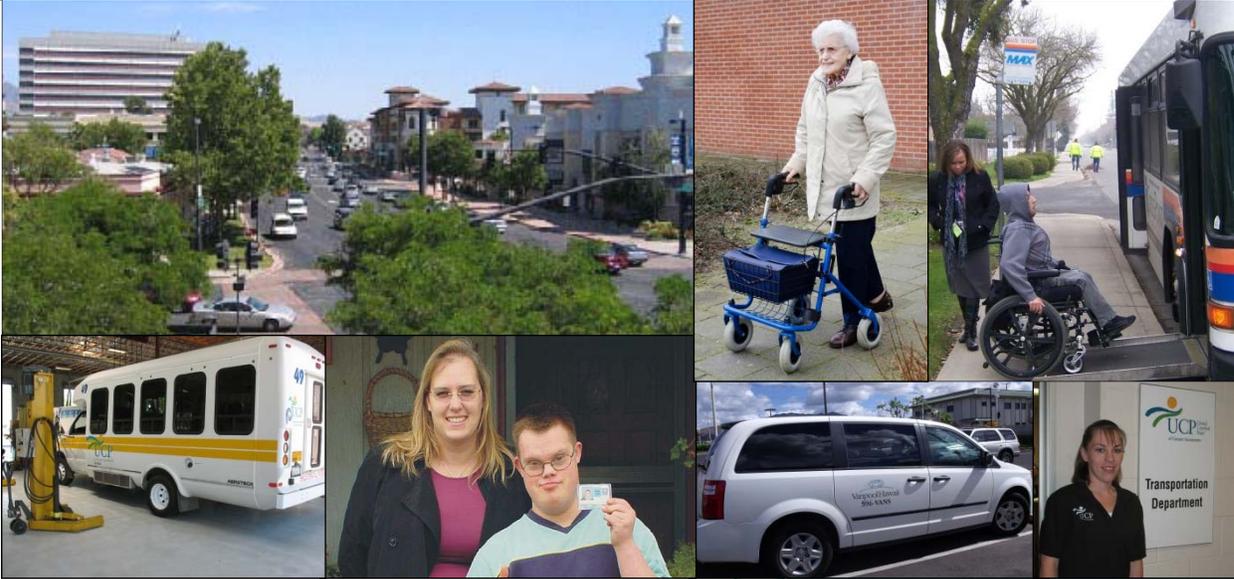
- Graphics Support/Translation
- Directory Listings (Yellow pages)
- Misc./Supplies

### TOTAL - FY2014 Expense

\$180,000

# Contra Costa County Mobility Management Plan Draft

March 29, 2013



*Central Contra Costa Transit  
Authority*

# Contra Costa County Mobility Management Plan

Draft

March 22, 2013

DRAFT

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## EXECUTIVE SUMMARY

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

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

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

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

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

- Travel training: Create a program to teach bus riding skills on all county transit systems.

## Contra Costa Mobility Management Plan

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

## Chapter 1: METHODOLOGY

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### **Background**

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

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

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

### **Methodology and Outreach**

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

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

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

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

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

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

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

## Chapter 2: MOBILITY MANAGEMENT STRUCTURE OPTIONS

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

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

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

### ***Consolidated Transportation Services Agency***

Elements embodied in the concept of mobility management have been a part of the transportation service delivery framework for many years. Only recently have the elements been referred to as mobility management. The federal coordination

requirements are now placing renewed emphasis strategies to increase coordination in California such as the formation of CTSA's.

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

- Combined purchasing of necessary equipment so that some cost savings through larger number of unit purchases can be realized.
- Adequate training of drivers to insure the safe operation of vehicles. Proper driver training should promote lower insurance costs and encourage use of the service.
- Centralized dispatching of vehicles so that efficient use of vehicles results.
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible.
- Centralized administration of various social service transportation programs so that elimination of numerous duplicative and costly administrative organizations can occur. Centralized administration of social service transportation services permitting social service agencies to respond to specific social needs.
- Identification and consolidation of all existing sources of funding for social service transportation services can provide more effective and cost efficient use of scarce resource dollars. Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

The CTSA structure is unique to California. While other states are beginning to implement coordinated transportation projects, only California has the state legislated model of the CTSA. Thus, for three decades, initiatives to coordinate human service transportation programs in California have been largely guided by AB 120. There is a new focus on CTSA's as the appropriate entity to implement the federal programs embodied in the federal legislation that provides funding for mobility management projects - SAFETEA-LU. Other communities are seeking to create new CTSA's or designate existing organizations as CTSA's to combine the State and federal legislation into service delivery mechanisms that have resources and focus to achieve real coordination. A significant dialogue is underway throughout California regarding the role of the CTSA and its ability to meet both the federal and State coordination requirements.

One of the provisions of SAFETEA-LU is that all projects must be derived from a locally developed human service transportation plan. In January 2013, the Metropolitan Transportation Commission (MTC) circulated a Draft Coordinated Public Transit – Human Services Transportation Plan Update which recommends the designation of CTSAs to facilitate sub-regional mobility management and transportation coordination efforts

### What Is A CTSA Intended To Do?

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

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

### What Can A CTSA Look Like and Accomplish?

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

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

Well refined CTSAs have addressed the broad variety of needs in creative ways. They have typically used limited funds in creative ways to achieve substantial results. For example, efforts in other counties have included joint funding of service provided by

human service agencies for their own client populations. Some communities combine funding for transportation programs with other sources. Examples of non-transportation funding that are sometimes used to support transportation services include Regional Centers, Temporary Assistance for Needy Families (TANF), and Area Agency on Aging.

A very effective CTSA is an organization that serves as a broad facilitator – or champion - of transportation coordination. The role typically means that the agency is well connected in the transportation and human service community and is a leader in creating solutions to travel needs. This is often accomplished through negotiating cooperative agreements between agencies to coordinate their use of funds, acquisition of capital assets (e.g. vehicles, computer equipment, etc.), buying power for goods or services (e.g. joint fuel purchase), physical facilities such as garages and parking, or other functional elements. Service delivery can be as low profile as coordinating a volunteer driver program to managing a travel training program for fixed route service to facilitation of direct service delivery through contracts with social service agencies. An important consideration is that most functions that a CTSA can perform can be offered through any of a variety of structural models.

### ***Consolidated Transportation Service Agency Models***

AB 120 requires that a CTSA be designated by a transportation planning agency. In Contra Costa County, this entity is the Metropolitan Transportation Commission (MTC). According to statute each CTSA designated must be an agency other than the planning agency. The range of options for CTSA designation as defined in law are:

- a) A public agency, including a city, county, operator [transit operator], any state department or agency, public corporation, or public district, or a joint powers entity created pursuant to the California Government Code Section 15951.
- b) A common carrier of persons as defined in Section 211 of the Public Utilities Code, engaged in the transportation of persons, as defined in Section 208.
- c) A private entity operating under a franchise or license.
- d) A nonprofit corporation organized pursuant to Division 2 (commencing with Section 9000) of Title 1, Corporations Code.

Within these broad legal definitions, a number of alternative CTSA structure models have emerged. These or possible variations are open for consideration for application in Contra Costa County. The following are the principal structural options for CTSA organizations in the County.

1. Single Purpose Nonprofit Agency: In California there are limited examples of nonprofit agencies that have been designated a CTSA that provide a wide range of transportation programs and services. Noteworthy examples of existing nonprofit CTSA are Outreach in Santa Clara County, Valley Transportation Services in San Bernardino County, and Paratransit, Inc. in Sacramento County.

Outreach and Escort of Santa Clara County served as the CTSA in the County for several years before its designation was rescinded by MTC. It was recently re-designated by MTC and is currently the only CTSA in the nine county Bay Area. Access Services in Los Angeles was created largely to manage the ADA paratransit program in LA County but was also designated the CTSA. It was created through action by public agencies to address ADA and coordination issues.

2. Multi-Purpose Nonprofit Agency: There are examples in California where a multi-purpose nonprofit agency has been designated the CTSA. This is typically a situation where a strong nonprofit organization with an effective infrastructure wishes to champion transportation issues and adds those functions to a broader list of agency activities. Ride-On of San Luis Obispo is an example of this form of organization. Ride-On was originally the United Cerebral Palsy (UCP) affiliate in San Luis Obispo and still serves in that capacity in addition to its transportation responsibilities. There are many examples of nonprofit organizations that have created major transportation programs under an umbrella that includes nutrition services, housing programs, food banks, and other common human service functions.
3. County Government: In many rural California counties, transportation services are provided by the County. Often this includes providing public transit services. This is a common structure in smaller or rural counties. Several counties have been designated CTSA. Often though not always, transportation services are provided through the public works department. Counties such as Glenn and Colusa are examples of this form of CTSA.
4. Public Transit Agency: In some California counties the local public transit agency has been designated the CTSA. This applies to both legislated transit districts and to Joint Powers Authority (JPA) agencies. It is typically in smaller counties that the transit agency has been designated. Examples of transit agencies that are CTSA are El Dorado Transit, Eastern Sierra Transit Authority (Bishop), and the Mendocino Transit Authority. All of these are JPAs.

Of the models presented above the non-profit agency model has historically been the most notable in terms of implementing programs with long-term sustainability. Non-profit agencies such as Outreach and Escort, Ride-On, and Paratransit, Inc. have delivered successful coordinated transportation programs throughout California for many years. Each of these organizations has continued to evolve to meet the needs of the community they serve. Nonprofit organizations have typically been the most successful CTSA model for a number of specific reasons. These include:

- **Specific Mission:** Nonprofit CTSA's have typically been established with a human services perspective focused on special needs populations and programs dedicated to fulfilling these unique needs. This differs from public transit agencies whose primary mission is to serve large groups of travelers ("mass" transportation). Human service transportation often plays a very small part in an organization with the mass transit mission.
- **Entrepreneurial style:** Nonprofit CTSA's have often been created by transportation professionals seeking to apply creative approaches to the hard to serve needs of special population groups.
- **Flexibility:** Nonprofit CTSA's typically have more flexibility to create and operate new programs than governmental agencies.
- **Applicable laws:** Nonprofit corporations are subject to different laws such as labor laws than public agencies. This fact can provide more latitude to structure services with unique operating characteristics than most public agencies.

### ***Legal Setting***

The legal basis for establishing and managing CTSA's is contained in the California enacted Transportation Development Act (TDA). This broad set of California laws and regulations concerning transportation funding and management contains the various provisions governing CTSA's. The CTSA portion of the TDA is a relatively small part of a much larger law concerning funding for all modes of transportation and certain specific funding sources available to all counties for transportation purposes.

The two funding sources included in TDA are:

- **Local Transportation Fund (LTF):** derived from a ¼ cent of the general sales tax collected within the county
- **State Transit Assistance Fund (STA):** derived from the statewide sale tax on gasoline and diesel fuel.

The portion of the TDA creating CTSA provides that such agencies are eligible to claim up to 5% of the LTF for community transportation purposes.

The Act also specifies the process through which a CTSA may be designated. The designating agency may promulgate regulations specific to the CTSA as well as the duration of the designation. The length of CTSA designation varies throughout California. For a number of CTSAs, the term of designation has evolved over time. For example, Paratransit, Inc. in Sacramento was designated the CTSA in 1981 for a one year period. This designation was reviewed and extended later in multi-year increments. In 1988, the designation was extended “without a time limitation.” This designation has continued to this day.

The oversight of claimants for TDA funds including CTSA are subject to two audits. First is an annual fiscal audit that must be submitted within 180 days of the close of each fiscal year. The second is a triennial performance audit. This periodic audit conducted according to specific guidelines, evaluates the performance of a TDA claimant and could serve as the basis for determining the future of a CTSA.

### ***Governing Structure***

An area of CTSA oversight that is not contained in the TDA law and regulations is the local governing structure of the designated agency. If a CTSA is a public agency, the governing board of that agency would traditionally oversee receipt and expenditure of public funds. Since a CTSA can be a County, a transit agency, or other government agency, it would be subject to the scrutiny of a board that is otherwise responsible for fiduciary oversight. A CTSA may also be a nonprofit corporation. The governing structure may vary substantially among nonprofit corporations. Many traditional charitable nonprofit corporations have self-appointing boards. This typically means that interested members of the community may be appointed to the board by the sitting board members. Ride-On in San Luis Obispo is an example of this type of governing structure.

There is precedent in California for a nonprofit corporation to have a board of directors whose make-up is governed by political agreement associated with its structure. Paratransit, Inc. began as a traditional nonprofit corporation with a self-appointing board. Later in its evolution, local public agencies formed an agreement associated with Paratransit’s designation as a CTSA that included specific appointing authority to local governmental jurisdictions. This revised structure provided the desired level of oversight and representation.

An effective and functional Board of Directors for a new nonprofit CTSA should be made up of approximately seven to nine members. Because of the management of large amounts of government funds, it is appropriate that public agencies appoint members to the new Board. A typical structure might include appointments by CCTA, Contra Costa County, each transit agency, and some human service agency representatives. Appointing agencies can usually appoint from their own membership or from the community. In some cases, governance structure formats are established to require representatives of the service population (e.g. disabled representatives or seniors). These decisions would be debated by the Steering Committee recommended as a key implementation step.

### ***Sample Consolidated Transportation Service Agency Operating Budget***

Once the functions to be performed by a new CTSA are determined, then a budget for the early operation of the organization can be developed. The budget will be defined by whether a new agency is created or the CTSA designation is added to an existing organization. This will determine whether the entire infrastructure of an organization is necessary or if staff and other support services are added onto an existing agency. Administrative overhead will be an important element to identify. The staff capacity of the CTSA will have an impact on the organization's ability to build programs and to manage the range of functions that a CTSA is capable of performing.

In the growth stage of a CTSA, considerable time and effort (staff resources) will be necessary to forge partnerships with other organizations, prepare grant applications, implement service functions, etc. For discussion purposes, two CTSA budgets for Contra Costa County are presented below. The first is a startup budget intended to capture the cost of organization formation, creation of basic organization infrastructure such as accounting and business management functions, and early staffing functions eventually leading to dedicated management. The second budget is a pro forma first year operating budget. It presents a basic structural budget for the first year of operation. It does not present operating costs for the various programs that might be operated. The initial organization budget is to support the pursuit of operating programs with their necessary funding and interagency coordination.

It presents general cost estimates for overhead but does not include costs for individual program elements. Significant refinement would be necessary with actual implementation. However, the sample budget serves as a presentation of basic cost items to guide decision making relative to structure options. This draft budget is based on the premise that a new stand-alone agency would be created to operate the CTSA. The budget therefore includes the financing necessary to lease office space, equip and staff the office, and initiate selected startup service delivery projects.

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Contra Costa Mobility Management Plan

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<b>CTSA Formation Budget</b>		
[Estimated formation expense; approximately 6 months]		
COST CATEGORY	Cost Estimate	Notes
<b>Professional Services</b>		
Management Consulting	\$75,000	Temporary management
Legal Services	\$40,000	Legal: document prep, filing
Accounting Services	\$40,000	Tax filings; accounting setup
<b>Temporary Operating Expenses</b>		
Office space	\$0	Donated by agency?
Misc. office expense	\$10,000	Materials; travel; Bd expense
Filing fees; etc	\$2,000	Incorporation, etc.
<b>TOTAL OPERATING EXPENSES</b>	<b>\$167,000</b>	
<b>FUNDING SOURCES (potential)</b>		
Measure J	\$120,000	
MTC Grant	\$47,000	
<b>TOTAL FUNDING SOURCES</b>	<b>\$167,000</b>	



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**CTSA Nonprofit Corporation Operating Budget**  
 [Estimated first full year operation]

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

## Chapter 3: FUNCTIONS

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

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

### ***Travel Training***

#### Existing Travel Training Programs In Contra Costa County

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

- County Connection has a travel ambassador program but staff time to manage it has been cut.
- Contra Costa ARC and Futures Explored provide travel training for their consumers and receives a stipend from the Regional Center of the East Bay (RCEB) to provide this service.
- Independent Living Resources (ILR) of Solano and Contra Costa Counties has an informal travel training program for clients of their agency. ILR staff will provide training to clients on an as needed basis.

#### Proposed Countywide Travel Training Program

There are several potential elements in a full scale travel training program. Each is defined below.

- Travel Training or Mobility Training – The most intensive level of travel training is based upon one-on-one instruction for difficult cases. Often the trainees are developmentally disabled and require extensive and repetitive instruction in order to achieve transit independence. The trainer will work with a client usually for

several days to instruct them on how to use the transit system to get to their destination.

- **Bus Familiarization** – This type of training is less intensive and generally can be done in several hours. Typical bus familiarization training would be for a person or group to learn how to read transit schedules and/or take a single trip to a major destination such as a mall. This is also common for physically disabled individuals who need instruction on the use of the special equipment on standard transit buses such as wheelchair lifts, kneeling features, audio stop announcements both internal and external, farebox usage, etc. Bus familiarization is sometimes done in the field in active transit service. In other cases, this training is conducted at the transit facility using out-of-service transit coaches.
- **Transit Ambassador/Bus Buddy Program** – Transit ambassador or bus buddy programs can take several forms. The program usually matches a trainee with a trainer. Typically the trainee and trainer will have something in common - perhaps both are seniors going to a congregate meal site. Transit ambassador and Bus Buddy programs typically use volunteers to teach transit riding skills.

### **Financial Implications**

Moving riders from the ADA service to fixed-route transit can produce dramatic savings to transit operations. For example, a rider traveling to and from a day-program Monday-Friday using a paratransit service costing \$31.00 per one-way trip that is trained to use fixed route transit costing \$8.00 for the same trip can produce dramatic savings for the transit operator.

In addition to the financial implications a rider that transitions from an ADA service to fixed route transit has increased mobility and independence. This transition allows a rider to travel without the need to schedule a ride as required when using paratransit services. Travel training is an example of a mobility management strategy that enhances existing public transit by moving riders from paratransit service to the less expensive option of fixed route.

### ***ADA Eligibility Process***

#### Eligibility Assessment Options

The FTA does not prescribe a particular eligibility process and a number of models are in use across the US. Whatever process is selected by a local transit operator must simply meet the established FTA criteria outlined above. In addition to the paper application process currently in use by Contra Costa County transit operators, three

other types of eligibility procedures are in use by transit operators in other communities. The three principal alternative approaches are: telephone interviews/assessments; web-based assessments; in-person eligibility assessments.

ADA eligibility experts debate the accuracy of the various assessment models. While telephone and web-based options are less expensive than an in-person process, the lack of personal contact and observation and the lack of functional testing make refined eligibility determinations, or conditional eligibility, difficult to assign. Yet some communities strongly endorse the telephone and web-based options. The paratransit broker in Santa Clara County, California (where San Jose is located) relies primarily on telephone interviews for eligibility determinations. These are usually conducted by high level professionals such as occupational therapists who conduct a comprehensive conversation on the phone with the applicant, and in a very few cases where a determination cannot be made, the applicant will be referred for an in-person assessment. Eligibility outcomes are relatively similar to those of in-person assessments, though the ability to apply eligibility conditions is arguably more challenging.

Web-based assessments have been pioneered by a Southern California firm. This model has been applied in nine paratransit programs, ranging from those in smaller communities such as Victor Valley and Butte County, CA (population in the 200,000 range) to larger systems such as Richmond, Virginia and North San Diego County (population in the 600,000 to 800,000 range). The web-based model is based on the premise that, since most applicants are found fully eligible, and since most systems that use in-person assessments have yet to apply their eligibility conditions, transit agencies that are fiscally constrained should not be spending significant sums on transporting applicants to in-person assessments and burdening applicants with travel to an assessment location.

Under this model, applicants need to create an on-line account, complete the application and then mail or e-mail a healthcare form completed by a professional who is familiar with their abilities. This information is then reviewed by the professional on the evaluation team who has specific expertise in the disability that is the basis for the person's application. Team members include medical doctors, physical and occupational therapists, registered nurses, social workers etc. Eligibility outcomes are relatively similar to those from in-person assessments in terms of the breakdown of eligibility categories, but not in terms of level of detail. On average, about 56% of the 36,000 applications that have been reviewed so far have been determined fully eligible, 38% conditional (includes 11% temporary), and 6% ineligible. In a small number of cases, if determinations cannot be made remotely, the firm sets up in-person functional

assessments locally. Appeals have remained below 1% of the total number of certifications.

Assessment costs range from \$45 to \$70 per application. While the relatively lower costs of these assessments have been appealing to a number of agencies, some of the shortcomings that have been cited by paratransit eligibility experts have been as follows:

- The model relies too heavily on applicants' ability to use technology (although these are often completed by caseworkers and other professionals, and exceptions are available for those who cannot use the web)
- There is limited ability to have a discussion with the applicant about the full range of mobility options afforded by in-person assessments.
- The inability to observe applicants ambulate in-person places a significant limit on the evaluator's ability to establish reliable and informative eligibility conditions.

An in-person assessment process results in the greatest accuracy. The ability to personally observe applicants, discuss their functional limitations, and perform structured functional evaluations results in a much greater level of accuracy. Though typically more expensive to perform than assessment models, many operators have determined that the refined ability to introduce conditions for ADA paratransit use make the additional expense of the assessment cost effective. Most of the major transit operators in the US have already introduced in-person assessments. Of the top 10 transit agencies, Boston was the last to introduce an in-person process in December, 2012. As interest in applying conditional eligibility as a cost control tool increases, more agencies are implementing in-person eligibility as the means to achieve that objective.

### Overview of In-Person Eligibility

An in-person ADA eligibility process typically consists of a number of steps in order to more precisely evaluate an applicant's bus riding ability, mobility to access a bus stop, and to come to a definitive decision as to functional capability. The shift from a paper process to an in-person approach is based upon the Federal Transit Administration (FTA) focus on a functional model of eligibility versus a medical model. With a paper process, the emphasis is typically on the *function* of the applicant's disability.

Steps common to an in-person eligibility process include:

1. In-person interview of the applicant during which details of condition can be established by a trained interviewer
2. Various transit skill functional tests that help the interviewer verify certain abilities relating specifically to transit riding, and

3. Selected use of professional verification if the interviewer needs further information to establish details of conditions that are not readily apparent to the interviewer.

An in-person process usually takes between 30 and 90 minutes to complete depending upon the nature of the individual's disability and the resulting need for various functional tests. In order to render consistent and accurate determinations, the interview and any skills tests are conducted in a very uniform and "scientific" manner. Interviewers are typically trained to a high level of proficiency in evaluating information provided by the applicant and in interpreting information gathered during functional tests or from medical professionals. Thorough documentation of each assessment is then compiled. This becomes the basis for reviewing any case that is appealed by the applicant.

### **Financial Implications**

Financial implications for an ADA eligibility process vary amongst the models. There is typically a continuum of costs associated with the various processes with the in-person assessment being the most expensive. However, transit agencies that transition from a paper ADA eligibility application process to in-person assessment process typically realize an approximate 15% drop in applications. The drop in the application rate is one key method for controlling ADA paratransit costs. Another is the application of trip by trip eligibility using the conditional determinations made during an in-person process. With specific conditional information, operators are beginning to direct some ADA trips to fixed route if the individual has been determined to be capable of taking that trip on regular transit. While often starting incrementally, cost control through accurate mode assignment can also become a significant cost control tool.

As important as any cost control factor relating to the introduction of a refined eligibility process is the consistent application of determinations. At the present time, each operator in Contra Costa County makes its own eligibility determinations. Yet once made, the determinations apply to all operators in the Bay Area through the Regional Eligibility Database (RED) system. The application of determination criteria varies across operators. A countywide system would begin to standardize the application of eligibility criteria to result in more consistent eligibility determinations among County operators and perhaps lead to a more consistent regionwide process.

### ***Agency Partnerships***

One of the most effective tools for implementation by a CTSA is partnering with community agencies to deliver trips more efficiently and at lower cost than those through traditional ADA paratransit service. An underlying concept in partnership agreements are shared cost contracting. This concept has proven effective in many

communities and is now being replicated in others both within and outside California. This approach to service delivery builds on the resources of community agencies and offers partial support of their transportation through subsidized maintenance, insurance, or other technical contributions. Another form of community partnership involves the payment to an agency for the provision of its own transportation service through some combination of funding sources. The resulting service is far less expensive than traditional door-to-door service commonly provided today under ADA guidelines. Since virtually all clients of these agencies are ADA eligible, they could simply be added to the growing numbers of ADA riders. Instead, agency clients are carried on agency vehicles more efficiently and at lower cost. Higher quality service for the client also results from the dedication of the agency to its clients, the stability of routine pick up and drop off schedules, and the often shorter trip length due to the proximity of individuals to programs.

There are two advantages to transit operators of this type of CTSA coordination program.

- By moving agency trips off ADA service, the 50% subscription cap in any given time period on ADA demand response service, which causes service denials under ADA, can be avoided.
- Reporting of CTSA agency trips can bring more federal funding into a region through formula programs. Some CTSA's report trips directly into the National Transit Database (NTD). Counting these trips increases the formula funding available to a region through 5307. Agency trips typically qualify as part of the ADA trip total.

### **Financial Implications**

In locations where successful agency trip models have been deployed cost saving for moving trips off ADA service is dramatic. Honolulu, Hawaii has such a model where trips performed by the local ADA service provider at a cost of \$38.63 for a one-way trip are now being completed by a human service agency for \$4.85 a one-way trip, with over 55,000 trips performed in the first year of operation. **A savings of \$1,857,900.**

A dramatic result of agency trips programs is the quality of service that riders experience. Using an agency trip model, the riders are generally transported by day program staff. Staff members are generally familiar with the individual's disabilities and special needs which general public ADA paratransit drivers are often not prepared to manage. Agency trips also typically exhibit shorter trip length, and routine pick-up and drop-off schedules. The combination of these factors results in service that is much higher in productivity than public paratransit services.

### ***Coordinated Vehicle Maintenance***

A major program function that can be performed by a CTSA is coordinated vehicle maintenance. In such a program, a central maintenance provider operates a garage servicing a broad range of vehicles. Participation in the maintenance program is voluntary but brings with it such benefits that it is appealing to community agencies from a business perspective. Typically, there are many advantages to the social service community in participating in a program designed to meet its unique maintenance needs. A primary benefit is the overall safety of the CTSA fleet. With services being provided according to rigorously structured maintenance standards, overall fleet safety is ensured. The central provider works with agency customers to ensure compliance with such requirements as CHP inspections and all OSHA regulations.

There are beneficial features common to a coordinated-maintenance program which is listed below:

#### Specialized Expertise

A centralized maintenance program that services paratransit type vehicles (typically cutaway buses) develops specialized expertise that is not routinely available in commercial repair shops. This includes familiarity with wheelchair lifts, cutaway chassis, brake interlock systems, fareboxes, mobility securement systems, and other unique features.

#### Central Record Keeping

A centralized maintenance program normally provides record keeping systems that help to ensure compliance with local laws and regulations as well as agency specific reporting on costs, maintenance intervals, life cycle costs, vehicle replacement schedules, etc.

#### Loaner Vehicles

A feature of a centralized maintenance program that is often cited as a “life saver” by participating agencies is the use of a loaner vehicle that is similar in size and configuration to the basic vehicles of the participants. This can be very beneficial to small agencies that do not have many or, in some cases, any backup vehicles.

#### Specialized Schedules

A common feature of a centralized maintenance program is business hours that best serve the client agencies. This can mean operating during evening hours or on weekends when commercial shops are often closed. Carefully crafted work schedules

can greatly assist agencies by obtaining inspections and repairs when convenient to the customer.

### Fueling

Centralized fueling can also be a great benefit to agencies. It allows for careful monitoring of the fueling process and fuel usage. It also provides the opportunity for lower prices due to bulk purchasing, and guaranteed availability in times of shortage.

### ***Volunteer Driver Programs***

Volunteer driver programs are an efficient method of providing transportation options in a community. These programs can take various forms including curb-to-curb shared-ride transportation to common destinations and highly specialized door-through-door service to riders with very specific needs. Whatever model is used these programs are an important element in a community's transportation framework. Volunteer driver programs models can vary significantly depending on the focus of the service. Volunteer programs typically involve some expense with the level of expense varying depending upon the service model employed. Two common approaches of volunteer driver programs include:

- **Shuttles Model:** In a volunteer shuttle operation, the driver is a volunteer but does not provide transportation with their personal vehicle. Rather, the volunteer typically drives an agency vehicle with the agency incurring expenses for all operating costs except the driver. The key cost saving element of this model is the wages saved through the use of volunteers. The volunteer driver shuttles are often a curb-to-curb, shared-ride service that transport riders to common locations. Many shuttle programs require advance reservations, include an eligibility criteria (such as age), and charge a nominal fee to ride.

Volunteer driver shuttles enhance transportation options for their passengers and assist with moving trips to the service that otherwise may be taken on ADA paratransit.

- Door-through-door Model: This volunteer model typically involves a volunteer driving their own vehicle. The driver is not compensated for his time but may be reimbursed at a mileage rate to cover operating expenses such as use of personal gas. The door-through-door model is typically used to provide specialized transportation service for riders that need a high-level of assistance. In the door-through-door model the driver may escort the passenger from the

point of origin to the destination and wait for the passenger at the destination, such as medical appointments.

The service delivery approach for a door-through-door program varies:

- Matching riders with volunteer drivers- Using this approach the agency recruits volunteers and matches the volunteer with a rider. Some programs schedule the rides with the driver and rider, and some “assign” a driver with a rider who coordinate trips without involving the agency.
- Rider finds their own driver – Using this model the rider finds their own driver and schedules trips with the driver as necessary.
- Mileage reimbursement- Some door-through-door volunteer driver programs offer mileage reimbursement for eligible trips. Reimbursement rates vary.

No matter the service delivery approach door-through-door models provide a highly specialized means of transportation for an often vulnerable population. These programs fulfill a growing need in communities presently only being transported by fee for service providers.

Contra Costa County has a robust volunteer driver network. The County has multiple examples of both shuttle and door-through-door programs. These programs are tailored to the niche that they serve and provide an efficient method of transporting riders. These agencies also work collaboratively with one another to ensure that riders are provided the service that best suits their functional abilities.

### **Financial Implications**

Contra Costa County volunteer driver programs enhance the transportation matrix providing transportation options for residents, moving trips off ADA paratransit, and offering a highly specialized means of travel for riders that cannot use other transportation options. These programs in effect provide a resource to residents that would otherwise use ADA paratransit providing both quantitative and qualitative benefits to the community..

### **Central Information Program**

A central information program is often considered the heart of a mobility management program. While this Plan includes an information program as an important element, it is only in combination with one of many forming a complete mobility management

program. There are two primary call center functions; a simple information referral services, and a more sophisticated trip planning function.

The simplest call center is a referral service. In this case a caller will be asked question(s) by the call taker and referred to the appropriate agency. Due to the broad nature of the information that is being provided these services generally require a second call to answer the caller's questions.

Examples of Call Centers in Contra Costa County:

- Contra Costa Crisis Center 211: Connects callers with community services, such as food, shelter, counseling, employment assistance, and child care. Callers are asked a series of questions to determine which services they are eligible for and then referred to the appropriate agency..Contra Costa 511: 511 is a comprehensive Transportation Demand Management (TDM) program that promotes alternatives to single occupant vehicles including carpooling, vanpooling, telecommuting, biking, public transit, and walking.
- Area Agency on Aging (AAA) Information and Assistance (I & A): AAA provides I & A services for senior and their families with information on community services and programs that solve the problems faced by Contra Costa seniors.

The central information program for Contra Costa County is meant to enhance the existing call centers and be a resource for persons needing to find information on public, private, and human service transportation in the County. This could include detailed transit route and schedule information, eligibility information, fares, as well as information on private and non-profit transportation providers. The central information program for Contra Costa County will serve as a point of contact for residents to call to receive both transportation referral services and trip planning assistance. The call center was brought up as a helpful mobility management element during discussions with stakeholder groups.

### ***Advocacy Role of Mobility Management***

A mobility management CTSA can play an important role in advocating for the needs of the population groups that it represents. Because the CTSA works closely with agencies and individuals in the human services sector, it is often in a strategic position to advocate for the special needs population

There are several alternatives approaches or levels of advocacy that the mobility management program can take. The advocacy role for a mobility manager can vary

widely depending on the existing conditions in the area that is being served. Possible levels of advocacy are listed below.

- Information source: Mobility Manager serves as source of “expert” information resource to other agencies in the community on issues relating to special needs population.
- Special needs representative: Mobility Manager represents special needs populations in transportation decision making venues including funding advisory groups, Agencies on Aging, Regional Center vendor groups, etc.
- Active lobbying for special needs populations: Proactive advocacy for special needs groups including initiating proposals for funding and service improvements.

The new CTSA in Contra Costa County will have some level of advocacy involvement simply by the nature of its position in the transportation mix. Such a role is typically defined by the Board of Directors who represent diverse interests in the County. A balanced advocacy role typically contributes to the overall effectiveness of the agency in the institutional mix in the service area.

### ***Technical Support***

Mobility management agencies can provide a variety of support services that benefit local human service transportation providers. Whether due to lack of staff, or technical experience or funds, many organizations are not able to fully utilize the resources available to them. A CTSA has the ability to assist agencies by supplying technical assistance that can allow for increased funding, expansion of existing programs, implementation of new projects, or development of a more highly trained staff.

### **Grant Writing**

CTSAs have the potential to significantly impact available transportation services within their geographical area by supporting local agencies in their efforts to secure grant funding. Completing grant applications can be confusing and overwhelming. While larger agencies often have staff dedicated to the preparation of grant applications, smaller public and non-profit human service agencies usually assign this responsibility to a program manager or other administrative team member. A human service agency may not have the time or the expertise to seek out grant opportunities and submit applications.

Many human service agencies are intimidated by Federal or State grant application requirements and. Although some agencies have projects that could qualify for grant

funds, choose not to apply. Though grant programs are changing as a result of the passage of MAP-21, the newly enacted federal transit funding program, grants still contain rigorous requirements for management and reporting. Programs such as 5310 are available to agencies and now can be used in part for operations. Yet such grants carry complex requirements that a CTSA can help agencies fulfill.

A CTSA can provide the expertise and the technical support necessary to complete grant applications for local agencies. CTSA staff time can be dedicated to staying current on specific grant requirements and application instructions. This type of time commitment is often difficult or impossible for human service agencies to achieve. CTSA staff can provide assistance through local grant writing workshops, by mentoring local agencies or by actually preparing grant applications.

### Grant Management

Grant management is a complex process that often prevents agencies from applying for funding. The data collection and reporting requirements can be daunting. Often agencies look at the amount of the grant award and determine that the staff time necessary to oversee the grant is not worthwhile.

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

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

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

### Driver Training and Professional Development

California state law is very specific about the requirements for driver training programs, including the qualifications for instructors. For a variety of reasons, agencies may have difficulties operating their own training programs. The driver corps may be small, the need for training classes may be infrequent or the agency may not have the resources

to employ a certified driver instructor. A CTSA can help meet the demand for qualified instruction in a variety of ways.

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

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## Chapter 4: IMPLEMENTATION STEPS

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

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

### *Phase I: Adoption of the Plan*

The first step toward implementation of the Plan is its adoption by the Board of Directors of the Contra Costa County Transit Authority (CCCTA). As the sponsor of the planning process, CCCTA is the first level of approval of the Plan and its recommendations. The CCCTA Board should consider the implications of the Plan and adopt it both as the sponsoring agency and also one of the key implementing agencies in the County. In adopting the Plan, CCCTA should also officially forward the Plan on to the Contra Costa Transportation Authority (CCTA) as the countywide agency best suited to managing Phase II of the implementation process.

### **Phase II: Formation of a Steering Committee**

A steering committee of critical agency representatives is the appropriate mechanism for Phase II of the process. This committee should be formed to guide discussion of the

critical details of the CTSA formation process including makeup of the governing board, roles and responsibilities of the agency, identification and commitment of seed funds to create the organization and other legal and procedural details. As a tool for use in guiding the efforts of the Steering Committee, it is recommended that a set of Guiding Principles be adopted to ensure that the interests and objectives of the affected agencies are represented and officially noted. Such a tool can help to keep the efforts of the participants focused and inclusive. A preliminary set of Guiding Principles is proposed below:

### Guiding Principles

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

### Steering Committee Structure and Functions

- Form a Steering Committee to guide the formation of a CTSA
- Steering committee comprised of elected officials, transit agency executives, Community transportation agencies, and human service executives.
- Steering committee defines CTSA by-laws, board structure, and performance standards
- Steering committee serves as advisory body after CTSA has been established

### ***Phase III: Form a CTSA as the Mobility Management Agency***

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

#### Funding

- CTSA pursues available grant opportunities
- CTSA works with transit operators to allocate funds to mobility management programs which move riders from ADA service
- CTSA works with MTC to identify discretionary funds
- CTSA participates in new funding opportunities to include funding specifically for seniors, persons with disabilities, persons with low-income, and the CTSA.
- CTSA pursues TDA allocation of Article 4.5 as defined in statute.

#### ***Phase IV: Functional Programs***

- Direct the CTSA to establish priorities among the identified functional programs for Contra Costa County.

Develop grant applications through community partnerships for implementation of functional programs.

#### ***Implementation Timeline***

##### **CTSA Implementation Time Line**

(approximate)

Date or Time Period	Activity
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## Contra Costa Mobility Management Plan

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Form Steering Committee	May 1, 2013
Draft Incorporating Documents	May - August, 2013
Establish Initial Funding	July - August, 2013
File for Incorporation	September, 2013
Seek CTSA Designation	September - November, 2013
Establish Operation	December - January, 2013
Create and Provide Operations	January - December, 2014

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## ADA CERTIFICATION and RECERTIFICATION FY 2013

MONTH	FY 2013				FY 2012				FY 2013				FY 2012			
	Certified		Denied		Certified		Denied		Recertified		Denied		Recertified		Denied	
	Total	Senior	Total	Senior	Total	Senior	Total	Senior	Total	Senior	Total	Senior	Total	Senior	Total	Senior
JUL	61	48	0	0	55	37	1	0	29	16	0	0	34	19	0	0
AUG	41	21	0	0	53	35	0	0	44	28	0	0	37	24	0	0
SEPT	51	35	1	0	63	51	0	0	30	20	0	0	29	17	0	0
OCT	55	45	0	0	53	37	1	0	34	15	1	0	36	22	0	0
NOV	41	29	0	0	48	34	0	0	32	17	0	0	35	17	0	0
DEC	62	46	0	0	42	29	0	0	32	19	0	0	28	21	0	0
JAN	48	29	0	0	49	35	0	0	44	22	0	0	31	21	0	0
FEB	42	25	0	0	66	50	0	0	41	29	0	0	39	27	0	0
MAR	57	43	0	0	56	42	0	0	31	15	0	0	51	36	0	0
APR	53	37	2	1	60	36	0	0	35	20	0	0	36	22	0	0
MAY					61	42	1	0					38	22	0	0
JUN					78	44	0	0					30	14	0	0
<b>TOTAL</b>	511	358	3	1	684	472	3	0	352	201	1	0	424	262	0	0

3,018 Total CCCTA, Active, ADA Eligible in the Regional Eligibility Database (RED)

**CCCTA LINK  
MONTHLY OPERATING SUMMARY  
FEBRUARY FY12/13**

SUMMARY	FEBRUARY FY 11/12	FEBRUARY FY 12/13	YTD FY 11/12	YTD FY 12/13
1 TOTAL CLIENTS	12,360	11,188	99,290	94,507
2 TOTAL ATTENDANTS	819	744	7,552	6,559
3 TOTAL COMPANIONS	87	72	613	567
4 TOTAL PASSENGERS	13,266	12,004	107,455	101,633
5 TOTAL SERVICE DAYS	29	28	238	238
6 VEHICLE REVENUE HOURS	6,386	5,614	52,481	49,859
7 VEHICLE SERVICE HOURS	7,867	6,875	64,287	61,936
8 VEHICLE NON REV HOURS	1,480	1,261	11,755	11,765
9 VEHICLE SERVICE MILES	119,412	113,176	997,231	957,177
10 VEHICLE REVENUE MILES	101,186	95,092	837,256	791,407
11 VEHICLE NON REV MILES	21,432	18,084	174,908	167,351
12 PASS. PER REVENUE HOUR	2.08	2.14	2.05	2.04
13 CLIENT PER REVENUE HOUR	1.94	1.99	1.89	1.90
14 PASS. PER SERVICE HOUR	1.69	1.75	1.67	1.64
15 PASS. PER SERVICE MILE	0.11	0.11	0.11	0.11
16 PASS. PER REVENUE MILE	0.13	0.13	0.13	0.13
17 TOTAL TRANSFER TRIPS	995	888	7,626	7,440
18 SAME DAY TRIPS	240	180	1,892	1,409
19 SUBSCRIPTION TRIPS	8,048	7,785	64,232	58,271
20 DEMAND	4,210	6,480	34,263	45,959
21 FAREBOX REVENUE	\$13,329.50	\$12,081.22	\$108,485.00	\$99,596.43
22 PREPAID CLIENTS	\$9,238.00	\$8,949.00	\$89,408.00	\$79,981.00
23 COLLECTED BILLING	\$21,292.00	\$2,206.00	\$217,850.30	\$234,298.00
24 TOTAL REVENUE COLLECTED	\$43,859.50	\$23,236.22	\$415,743.30	\$413,875.43
25 CHARGEABLE ACCIDENTS	1	0	4	1
26 SERVICE COMPLAINTS	0	0	3	0
27 SERVICE COMMENDATIONS	2	0	11	6
28 SERVICE DENIALS	0	0	0	0
29 ROAD CALLS	0	3	16	18
30 DRIVER TURNOVER	2.4%	1.2%	4.9%	9.0%
31 SCHEDULE ADHERENCE	93%	74%	94%	89%
32 WHEELCHAIR BOARDING'S	3,203	2,695	26,403	24,687
33 W/C LIFT AVAILABILITY	100%	100%	100%	100%
34 REGISTERED CLIENTS	10,973	6,011	N/A	NA
35 UNDUPLICATED CLIENTS	1,438	1,046	N/A	NA
36 NO-SHOWS	56	43	477	425
37 CANCELS	2,848	1,507	18,705	14,237
38 AVG. TRIP LENGTH (MILES)	9.0	9.4	9.3	9.4
39 AVG. SM BUSES IN SERVICE	3	8	3	8
40 AVG. BUSES IN SERVICE	48	55	48	55
41 TOTAL FUEL/GALLONS	16,534	15,840	141,078	132,332
42 FLEET M.P.G.	7.2	7.1	7.1	7.2

**CCCTA LINK  
MONTHLY OPERATING SUMMARY  
MARCH FY12/13**

<b>SUMMARY</b>	<b>MARCH FY 11/12</b>	<b>MARCH FY 12/13</b>	<b>YTD FY 11/12</b>	<b>YTD FY 12/13</b>
1 TOTAL CLIENTS	12,848	12,403	112,138	106,910
2 TOTAL ATTENDANTS	846	732	8,398	7,291
3 TOTAL COMPANIONS	104	77	717	644
4 TOTAL PASSENGERS	13,798	13,212	121,253	114,845
5 TOTAL SERVICE DAYS	31	31	269	269
6 VEHICLE REVENUE HOURS	6,614	6,127	59,095	55,986
7 VEHICLE SERVICE HOURS	8,192	7,666	72,479	69,602
8 VEHICLE NON REV HOURS	1,577	1,539	13,332	13,304
9 VEHICLE SERVICE MILES	130,280	128,087	1,142,455	1,085,264
10 VEHICLE REVENUE MILES	107,401	107,098	945,155	898,505
11 VEHICLE NON REV MILES	22,879	20,989	197,300	188,340
12 PASS. PER REVENUE HOUR	2.09	2.16	2.05	2.05
13 CLIENT PER REVENUE HOUR	1.94	2.02	1.90	1.91
14 PASS. PER SERVICE HOUR	1.68	1.72	1.67	1.65
15 PASS. PER SERVICE MILE	0.11	0.10	0.11	0.11
16 PASS. PER REVENUE MILE	0.13	0.12	0.13	0.13
17 TOTAL TRANSFER TRIPS	1118	1,028	8,744	8,468
18 SAME DAY TRIPS	224	115	2,116	1,524
19 SUBSCRIPTION TRIPS	8,358	6,597	72,590	64,868
20 DEMAND	4,382	5,807	38,645	51,766
21 FAREBOX REVENUE	\$13,691.28	\$12,753.13	\$122,176.28	\$112,349.56
22 PREPAID CLIENTS	\$9,703.50	\$10,520.00	\$99,111.50	\$90,501.00
23 COLLECTED BILLING	\$45,252.30	\$33,060.00	\$263,102.60	\$267,358.00
24 TOTAL REVENUE COLLECTED	\$68,647.08	\$56,333.13	\$484,390.38	\$470,208.56
25 CHARGEABLE ACCIDENTS	0	0	4	1
26 SERVICE COMPLAINTS	1	0	4	0
27 SERVICE COMMENDATIONS	2	0	13	6
28 SERVICE DENIALS	0	0	0	0
29 ROAD CALLS	2	1	18	19
30 DRIVER TURNOVER	0.0%	0.0%	4.9%	9.6%
31 SCHEDULE ADHERENCE	94%	85%	95%	96%
32 WHEELCHAIR BOARDING'S	3,370	2,876	29,773	27,563
33 W/C LIFT AVAILABILITY	100%	100%	100%	100%
34 REGISTERED CLIENTS	11,064	6,700	N/A	NA
35 UNDUPLICATED CLIENTS	1,124	1,162	N/A	NA
36 NO-SHOWS	70	66	547	491
37 CANCELS	3,308	1,552	22,013	15,789
38 AVG. TRIP LENGTH (MILES)	9.4	9.7	9.4	9.4
39 AVG. SM BUSES IN SERVICE	3	8	NA	8
40 AVG. BUSES IN SERVICE	48	55	NA	55
41 TOTAL FUEL/GALLONS	18,164	16,978	159,242	149,310
42 FLEET M.P.G.	7.2	7.5	7.2	7.3

**Operations Data Summary**

**RAMP EVENTS BY ROUTE**

*(sort by YTD Total - descending order)*

<b>Route</b>	<b>Jul-12</b>	<b>Aug-12</b>	<b>Sep-12</b>	<b>Oct-12</b>	<b>Nov-12</b>	<b>Dec-12</b>	<b>Jan-13</b>	<b>Feb-13</b>	<b>Mar-13</b>	<b>Apr-13</b>	<b>May-13</b>	<b>Jun-13</b>	<b>YTD Total</b>
10	342	362	302	473	358	344	310	230	304				<b>3,025</b>
20	300	345	312	280	254	221	238	237	214				<b>2,401</b>
28	336	298	192	205	173	194	165	146	203				<b>1,912</b>
16	190	219	162	216	126	121	180	102	156				<b>1,472</b>
14	177	207	117	185	175	147	168	132	142				<b>1,450</b>
4	167	232	191	188	112	90	105	135	128				<b>1,348</b>
9	181	164	150	171	150	96	112	127	132				<b>1,283</b>
15	170	274	134	124	85	88	137	106	161				<b>1,279</b>
1	141	250	177	215	101	74	67	49	102				<b>1,176</b>
18	167	199	116	117	146	74	83	78	52				<b>1,032</b>
98X	125	125	80	114	72	74	139	99	159				<b>987</b>
17	70	90	50	98	73	148	100	89	68				<b>786</b>
21	160	70	111	75	45	62	61	43	47				<b>674</b>
35	130	113	65	78	58	41	96	44	46				<b>671</b>
11	125	89	73	93	54	23	83	37	69				<b>646</b>
310	85	55	76	46	66	60	56	65	64				<b>573</b>
314	67	60	67	80	65	55	41	39	86				<b>560</b>
311	62	45	70	53	53	46	39	55	67				<b>490</b>
19	64	89	55	59	78	44	50	23	22				<b>484</b>
96X	27	14	38	79	27	19	53	2	22				<b>281</b>
7	37	58	33	29	30	14	27	25	21				<b>274</b>
316	23	34	30	29	44	27	29	24	19				<b>259</b>
36	51	33	15	50	12	39	13	16	22				<b>251</b>
25	10	22	6	40	25	20	53	24	38				<b>238</b>
301	31	15	30	18	26	27	31	22	35				<b>235</b>
320	24	21	43	20	22	55	17	14	15				<b>231</b>
6	15	7	23	36	27	6	3	12	31				<b>160</b>
97X	2	1	11	8	14	28	48	23	11				<b>146</b>
5	21	28	17	13	5	10	6	16	14				<b>130</b>
600's	4	11	28		13	17	12	16	15				<b>116</b>
2	12	19	3	29	17	5	7	3	6				<b>101</b>
95X	15	11	10	7	8	1	18	13	3				<b>86</b>
93X	13	9	18	13	2	1	10	1	3				<b>70</b>
315	8	16	4	6	4	1	2	6	4				<b>51</b>
321	9	1	8	7	1	4	8	2	4				<b>44</b>
92X	12	8	2	5		3	2						<b>32</b>
91X								4					<b>4</b>
<b>Total</b>	<b>3,373</b>	<b>3,594</b>	<b>2,819</b>	<b>3,259</b>	<b>2,521</b>	<b>2,279</b>	<b>2,569</b>	<b>2,059</b>	<b>2,485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24,958</b>
÷ 2 =	<b>1,687</b>	<b>1,797</b>	<b>1,410</b>	<b>1,630</b>	<b>1,261</b>	<b>1,140</b>	<b>1,285</b>	<b>1,030</b>	<b>1,243</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,479</b>

## Agenda Item 7.a

**TO:** O&S Committee

**DATE:** March 14, 2013

**FROM:** Anne Muzzini  
Director of Planning & Marketing

**SUBJ:** Fixed Route Reports

### Fixed Route Operating Reports for February 2013

#### 1. Monthly Boarding's Data

The following represent the numbers that are most important to staff in evaluating the performance of the fixed route system.

#### FY 2013

<u>Title</u>	<u>Current Month</u>	<u>YTD Avg</u>	<u>Annual Goal</u>
Total Passengers	268,666		
Average Weekday	12,388	11,752	
Pass/Rev Hour	15.8	15.3	Standard Goal > 17.0
Missed Trips	0.08%	0.10%	Standard Goal < 0.25%
Miles between Road Calls	32,300	27,493	Standard Goal > 18,000

\* Based on current standards from updated S RTP

#### Analysis

Average weekday ridership is higher in February (12,388 passengers) from January (11,660 passengers). Average ridership this year is higher compared to February of last year (11,817 passengers). Productivity in February is slightly higher to 15.8 passengers per hour from the January level of 15.0 passengers per hour.

The percentage of missed trips in February (0.08%) as compared to the prior month January (0.10%). The YTD average is 0.10% missed trips.

The number of miles between roadcalls was 32,300 miles in February which is higher than the prior month when we experienced 28,338 miles between roadcalls. The 12 month average is 27,493 miles between roadcalls.

**MONTHLY BOARDINGS**  
**Operations Data Summary**

Fixed Route Boardings		Passengers by Revenue Hrs/Miles		Service Days		Fiscal YTD Comparison Passenger Boardings	
<b>February 2013 - Fixed Route Boardings</b>	268,666	Revenue Hours - February 2013	17,003	Weekdays - February 13	20	Fiscal 2013 YTD	2,162,827
		February 2012	17,298	February 12	21		
Bus Bridge		Revenue Miles - February 2013	189,849	Saturdays - February 13	4	Fiscal 2012YTD	2,108,042
Special Event		February 2012	191,868	February 12	4		
				Sundays - February 13	4		
				February 12	4		
<b>February 2013 Total Boardings</b>	<b>268,666</b>	<b>Passengers per Mile</b>	<b>1.4</b>	<b>Total Days - 2013</b>	<b>28</b>	<b>YTD Trend</b>	<b>2.6%</b>
<b>February 2012 Total Boardings</b>	<b>268,721</b>	<b>Passengers per Hour</b>	<b>15.80</b>	<b>2012</b>	<b>29</b>	<b>Monthly Trend</b>	<b>(0.0%)</b>

February 2012 Fixed Route Passenger Total						February 2013	February 2013
Route	Destination Information	Weekday	Saturday	Sunday	Total	Weekday Average	Passengers per Revenue Hour
1	Rossmoor / Shadelands	6,976			<b>6,976</b>	349	<b>13.2</b>
2	Rudgear / Walnut Creek	1,193			<b>1,193</b>	60	<b>6.6</b>
4	Walnut Creek Downtown Shuttle	16,805	2,326	1,715	<b>20,846</b>	840	<b>24.1</b>
5	Creekside / Walnut Creek	1,641			<b>1,641</b>	82	<b>8.2</b>
6	Lafayette / Moraga / Orinda	9,167	480	389	<b>10,036</b>	458	<b>14.7</b>
7	Shadelands / Pleasant Hill / Walnut Creek	4,252			<b>4,252</b>	213	<b>6.6</b>
9	DVC / Walnut Creek	11,491			<b>11,491</b>	575	<b>13.9</b>
10	Concord / Clayton Rd	21,860			<b>21,860</b>	1,093	<b>22.8</b>
11	Treat Blvd / Oak Grove	6,180			<b>6,180</b>	309	<b>16.7</b>
14	Monument Blvd	12,769			<b>12,769</b>	638	<b>16.1</b>
15	Treat Boulevard	11,015			<b>11,015</b>	551	<b>18.1</b>
16	Alhambra Ave / Monument Blvd	14,536			<b>14,536</b>	727	<b>14.0</b>
17	Olivera/Solano / Salvio / North Concord	4,513			<b>4,513</b>	226	<b>12.3</b>
18	Amtrak / Merello / Pleasant Hill	9,673			<b>9,673</b>	484	<b>15.3</b>
19	Amtrak / Pacheco Blvd / Concord	2,918			<b>2,918</b>	146	<b>10.5</b>
20	DVC / Concord	26,221			<b>26,221</b>	1,311	<b>27.9</b>
21	Walnut Creek / San Ramon Transit Center	11,686			<b>11,686</b>	584	<b>12.0</b>
25	Lafayette / Walnut Creek	1,156			<b>1,156</b>	58	<b>5.0</b>
28	North Concord / Martinez	6,374			<b>6,374</b>	319	<b>10.5</b>
35	Dougherty Valley	8,182			<b>8,182</b>	409	<b>12.6</b>
36	San Ramon / Dublin	4,874			<b>4,874</b>	244	<b>9.1</b>
91X	Concord Commuter Express	823			<b>823</b>	41	<b>11.5</b>
92X	Ace Shuttle Express	3,518			<b>3,518</b>	176	<b>14.8</b>
93X	Kirker Pass Express	4,394			<b>4,394</b>	220	<b>15.5</b>
95X	San Ramon / Danville Express	3,764			<b>3,764</b>	188	<b>18.7</b>
96X	Bishop Ranch Express	10,038			<b>10,038</b>	502	<b>16.0</b>
97X	Bishop Ranch Express	2,090			<b>2,090</b>	105	<b>10.6</b>
98X	Martinez Express	7,848			<b>7,848</b>	392	<b>14.8</b>
250 *	Gael Rail Service	135	125	92	<b>352</b>	17	<b>4.1</b>
260 *	Cal State East Bay / Concord Bart	315			<b>315</b>	20	<b>2.3</b>
301	Rossmoor / John Muir Medical Center		171	157	<b>328</b>	0	<b>4.5</b>
310	Concord Bart / Clayton Rd / Kirker Pass		1,773	1,320	<b>3,093</b>	0	<b>27.6</b>
311	Concord / Oak Grove / Treat Blvd / WC		1,045	752	<b>1,797</b>	0	<b>14.9</b>
314	Clayton Rd / Monument Blvd / PH		2,514	1,789	<b>4,303</b>	0	<b>20.0</b>
315	Concord / Willow Pass / Landana		236	132	<b>368</b>	0	<b>6.8</b>
316	Alhambra / Merello / Pleasant Hill		1,436	980	<b>2,415</b>	0	<b>15.3</b>
320	DVC / Concord		926	658	<b>1,583</b>	0	<b>15.8</b>
321	San Ramon / Walnut Creek		1,128	764	<b>1,892</b>	0	<b>11.9</b>
600's	Select Service	21,353			<b>21,353</b>	1,068	<b>29.0</b>
<b>TOTALS</b>		<b>247,758</b>	<b>12,161</b>	<b>8,747</b>	<b>268,666</b>	<b>12,388</b>	<b>15.8</b>

\* Data from Link    \*\* Seasonal Route

## Agenda Item 7.a

**TO:** O&S Committee

**DATE:** April 15, 2013

**FROM:** Anne Muzzini  
Director of Planning & Marketing

**SUBJ:** Fixed Route Reports

### Fixed Route Operating Reports for March 2013

#### 1. Monthly Boarding's Data

The following represent the numbers that are most important to staff in evaluating the performance of the fixed route system.

#### FY 2013

<u>Title</u>	<u>Current Month</u>	<u>YTD Avg</u>	<u>Annual Goal</u>
Total Passengers	286,590		
Average Weekday	12,410	11,825	
Pass/Rev Hour	15.8	15.4	Standard Goal > 17.0
Missed Trips	0.07%	0.10%	Standard Goal < 0.25%
Miles between Road Calls	30,989	27,383	Standard Goal > 18,000

\* Based on current standards from updated SRTP

#### Analysis

Average weekday ridership is higher in March (12,410 passengers) from February (12,388 passengers). Average ridership this year is higher compared to March of last year (11,867 passengers). Productivity in March is equal to 15.8 passengers per hour from the February level of 15.8 passengers per hour.

The percentage of missed trips in February (0.07%) as compared to the prior month February (0.08%). The YTD average is 0.10% missed trips.

The number of miles between roadcalls was 30,989 miles in March which is lower than the prior month when we experienced 32,300 miles between roadcalls. The 12 month average is 27,383 miles between roadcalls.

**MONTHLY BOARDINGS**  
**Operations Data Summary**

Fixed Route Boardings		Passengers by Revenue Hrs/Miles			Service Days		Fiscal YTD Comparison Passenger Boardings	
<b>March 2013 - Fixed Route Boardings</b>	286,590	Revenue Hours -	March 2013	18,167	Weekdays - March 13	21	Fiscal 2013 YTD	2,449,417
			March 2012	18,220	March 12	22		
Bus Bridge		Revenue Miles -	March 2013	203,777	Saturdays - March 13	5	Fiscal 2012YTD	2,391,038
Special Event			March 2012	204,334	March 12	4		
					Sundays - March 13	5		
					March 12	4		
<b>March 2013 Total Boardings</b>	<b>286,590</b>	<b>Passengers per Mile</b>		<b>1.4</b>	<b>Total Days - 2013</b>	<b>31</b>	<b>YTD Trend</b>	<b>2.4%</b>
<b>March 2012 Total Boardings</b>	<b>282,995</b>	<b>Passengers per Hour</b>		<b>15.78</b>	<b>2012</b>	<b>30</b>	<b>Monthly Trend</b>	<b>1.3%</b>

March 2012 Fixed Route Passenger Total							March 2013	March 2013
Route	Destination Information	Weekday	Saturday	Sunday	Total	Weekday Average	Passengers per Revenue Hour	
1	Rossmoor / Shadelands	7,564			7,564	360	13.7	
2	Rudgear / Walnut Creek	1,422			1,422	68	7.5	
4	Walnut Creek Downtown Shuttle	19,589	3,007	2,652	25,248	933	27.0	
5	Creekside / Walnut Creek	1,702			1,702	81	8.1	
6	Lafayette / Moraga / Orinda	9,695	610	468	10,774	462	14.7	
7	Shadelands / Pleasant Hill / Walnut Creek	4,859			4,859	231	7.2	
9	DVC / Walnut Creek	11,628			11,628	554	13.4	
10	Concord / Clayton Rd	22,617			22,617	1,077	22.5	
11	Treat Blvd / Oak Grove	6,791			6,791	323	17.4	
14	Monument Blvd	13,318			13,318	634	16.0	
15	Treat Boulevard	11,930			11,930	568	18.6	
16	Alhambra Ave / Monument Blvd	14,654			14,654	698	13.5	
17	Olivera/Solano / Salvio / North Concord	5,059			5,059	241	13.0	
18	Amtrak / Merello / Pleasant Hill	10,010			10,010	477	15.1	
19	Amtrak / Pacheco Blvd / Concord	3,210			3,210	153	11.0	
20	DVC / Concord	24,363			24,363	1,160	24.7	
21	Walnut Creek / San Ramon Transit Center	12,760			12,760	608	12.5	
25	Lafayette / Walnut Creek	1,340			1,340	64	5.6	
28	North Concord / Martinez	6,319			6,319	301	10.0	
35	Dougherty Valley	8,286			8,286	395	12.2	
36	San Ramon / Dublin	5,323			5,323	253	9.5	
91X	Concord Commuter Express	899			899	43	11.9	
92X	Ace Shuttle Express	3,589			3,589	171	14.4	
93X	Kirker Pass Express	4,857			4,857	231	16.3	
95X	San Ramon / Danville Express	3,528			3,528	168	16.7	
96X	Bishop Ranch Express	11,096			11,096	528	16.6	
97X	Bishop Ranch Express	2,233			2,233	106	10.8	
98X	Martinez Express	8,249			8,249	393	14.8	
250 *	Gael Rail Service	93	167	98	358	10	3.6	
260 *	Cal State East Bay / Concord Bart	203			203	13	1.5	
301	Rossmoor / John Muir Medical Center		378	170	548	0	6.1	
310	Concord Bart / Clayton Rd / Kirker Pass		2,158	1,425	3,583	0	25.6	
311	Concord / Oak Grove / Treat Blvd / WC		1,154	853	2,006	0	13.2	
314	Clayton Rd / Monument Blvd / PH		3,323	2,102	5,424	0	19.9	
315	Concord / Willow Pass / Landana		305	195	500	0	7.5	
316	Alhambra / Merello / Pleasant Hill		1,807	1,114	2,922	0	14.7	
320	DVC / Concord		1,146	708	1,854	0	14.7	
321	San Ramon / Walnut Creek		1,274	865	2,139	0	10.7	
600's	Select Service	23,425			23,425	1,115	28.3	
<b>TOTALS</b>		<b>260,612</b>	<b>15,329</b>	<b>10,649</b>	<b>286,590</b>	<b>12,410</b>	<b>15.8</b>	

\* Data from Link      \*\* Seasonal Route

## Route Description Summary

Route #	Description
1	Rossmoor Shopping Center, Tice Valley Blvd, Boulevard Wy, Oakland Blvd, Trinity Ave , BART Walnut Creek, Ygnacio Valley, Montego, John Muir Medical Center, N Wiget Ln, Shadelands Office Park
2	Rudgear Rd, Stewart Ave, Trotter Wy, Dapplegray Rd, Palmer Rd, Mountain View Blvd, San Miguel Dr, N & S California Blvd, BART Walnut Creek
4	BART Walnut Creek, N California Blvd, Locust St, Mt Diablo Blvd, Broadway Plaza, S Main St, Pringle Ave
4H	Walnut Creek Extended Holiday Service (November 27 thru December 31)
5	BART Walnut Creek, Riviera Ave, Parkside Dr, N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, S Main St, Creekside Dr
6	BART Orinda, Orinda Village, Orinda Wy, Moraga Wy, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
7	BART Pleasant Hill, Treat Blvd, Bancroft Rd, Ygnacio Valley Rd, Shadelands Office Park, Marchbanks, BART Walnut Creek, Riviera Ave, Buena Vista, Geary Rd
9	DVC, Contra Costa Blvd, Ellinwood Wy, JFK University, Gregory Ln, Cleaveland Rd, Boyd Rd, W Hookston Rd, Patterson Blvd, Oak Park Blvd, Coggins Dr, BART Pleasant Hill, N Main St, N California Blvd, BART Walnut Creek
10	BART Concord, Clayton Rd, Center St, Marsh Creek Rd
11	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill
14	BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill
15	BART Concord, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd, Treat Blvd, BART Pleasant Hill, Oak Rd, N Civic Dr, Ygnacio Valley Rd, BART Walnut Creek
16	BART Concord, Oak St, Galindo St, Monument Blvd, Crescent Plaza, Cleaveland Rd, Gregory Ln, Pleasant Hill Rd, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
17	BART Concord, Grant St, East St, Solano Wy, Olivera Rd, Port Chicago Highway, BART North Concord
18	BART Pleasant Hill, Oak Rd, Buskirk Ave, Crescent Plaza, Gregory Ln, Pleasant Hill Rd, Taylor Blvd, Morello Ave, Viking Dr, Contra Costa Blvd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Morello, Pacheco Blvd, Martinez Amtrak
19	BART Concord, Galindo St, Concord Ave, Bisso Ln, Stanwell Dr, John Glenn Dr, Galaxy Wy, Diamond Blvd, Contra Costa Blvd, Pacheco Blvd, Martinez Amtrak
20	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Sun Valley Blvd, Golf Club Rd, DVC
21	BART Walnut Creek, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Danville Park & Ride, Camino Ramon, Fostoria Wy, San Ramon Transit Center
25	BART Lafayette, Mt Diablo Blvd, Highway 24, Highway 680, BART Walnut Creek
28	BART North Concord, Port Chicago Highway, Bates Ave, Commercial Cir, Pike Ln, Arnold Industrial Wy, Marsh Dr, Contra Costa Blvd, Chilpancinco Pkwy, Old Quarry Rd, DVC, Highway 680, Highway 4, Center Ave, VA Clinic, Howe Rd, Pacheco Blvd, Martinez Amtrak
35	BART Dublin, Dublin Blvd, Dougherty Rd, Bollinger Canyon Rd, E Branch Pkwy, Windemere Pkwy, Sunset Dr, Bishop Dr, Executive Pkwy, San Ramon Transit Center
36	BART Dublin, Dublin Blvd, Village Pkwy, Alcosta Blvd, Fircrest Ln, San Ramon Valley Blvd, Tareyton Ave, Bollinger Canyon Rd, Crow Canyon Rd, Executive Pkwy, San Ramon Transit Center
91X	BART Concord, Galindo St, Concord Ave, John Glenn Dr, Galaxy Wy, Chevron, Diamond Blvd, Willow Pass Rd, Gateway Blvd, Clayton Rd, Oak St
92X	Shadelands Office Park, Ygnacio Valley Rd, Highway 680, Danville Park & Ride, Crow Canyon Rd, Bishop Ranch 15, San Ramon Transit Center, Camino Ramon, ATT, Sunset Dr, Chevron, Ace Train Station Pleasanton
93X	BART Walnut Creek, Ygnacio Valley Rd, Shadelands Office Park, Oak Grove Rd, Kirker Pass Rode, Railroad Ave, Buchanan Rd, Somersville Rd, Fairview Dr, Delta Fair Blvd, Highway 4, Hillcrest Park & Ride
95X	BART Walnut Creek, Highway 680, Crow Canyon Pl, Fostoria Wy, Camino Ramon, San Ramon Transit Center
96X	BART Walnut Creek, Highway 680, Chevron, Bishop Ranch 1, Bishop Ranch 3, Bishop Ranch 6, San Ramon Transit Center, Bishop Ranch 15, Annabel Ln, Bishop Ranch 8, Bishop Dr, Sunset Dr
97X	BART Dublin, Highway 680, Highway 580, Chevron, Bishop Ranch 1, Bishop Ranch 3, Bishop Ranch 6, San Ramon Transit Center, Bishop Ranch 15, Annabel Ln, Bishop Ranch 8, Bishop Dr, Sunset Dr
98X	BART Walnut Creek, N Main St, Highway 680, Sun Valley Blvd, Contra Costa Blvd, Concord Ave, Diamond Blvd., Highway 680, Highway 4, Alhambra Ave, Berrellesa St, Escobar St, Court St, Martinez Amtrak
250	St Mary's College, St Marys Rd, Moraga Rd, Mt Diablo Blvd, BART Lafayette
260	Cal State, East Bay, Concord Bart

## Route Description Summary

Route #	Description
301	Rossmoor Shopping Center, Tice Valley Blvd, Boulevard Wy, Oakland Blvd, Trinity Ave , BART Walnut Creek, Ygnacio Valley, Montego, John Muir Medical Center
310	Concord Bart, Clayton Rd, Kirker Pass
311	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, BART Pleasant Hill
314	Ayers Rd, Concord Blvd, Kirker Pass Rd, Clayton Rd, BART Concord, Oak St, Laguna St, Detroit Ave, Monument Blvd, Mohr Ln, David Ave, Crescent Plaza, Cleaveland Rd, Gregory Ln, Contra Costa Blvd, DVC
315	BART Concord, Port Chicago Highway, Salvio St, Parkside Dr, Willow Pass Rd, Landana Dr, West St, Clayton Rd
316	BART Pleasant Hill, Oak Rd, Buskirk Ave, Crescent Plaza, Gregory Ln, Contra Costa Blvd, Golf Club Rd, DVC, Old Quarry Rd, Pacheco Blvd, Muir Rd, Arnold Dr, Pacheco Blvd, Morrelo Ave, Martinez Amtrak, Berrellesa St, Alhambra Ave
320	BART Concord, Grant St, Concord Blvd, Clayton Rd, Gateway Blvd, Willow Pass Rd, Diamond Blvd, Concord Ave, Chilpancinco Pkwy, Old Quarry Rd, DVC
321	BART Walnut Creek, N & S California Blvd, Newell Ave, S Main St, Danville Blvd, Railroad Ave, San Ramon Valley Blvd, Camino Ramon, Fostoria Wy, San Ramon Transit Center- Shops at BR.
601	N Civic Dr, Parkside Dr, Riveria Ave, BART Walnut Creek, Trinity Ave, Oakland Blvd, Boulevard Wy, Tice Valley Blvd, Meadow Rd, Castle Hill Rd, Danville Blvd, Hillgrade Ave., Crest Ave, Rossmoor Shopping Center
602	Walnut Blvd, Oro Valley Cir, Mountain View Blvd, Rudgear Rd, Stewart Ave, Trotter Wy, Dapplegray Rd, Palmer Rd, Mountain View Blvd, San Miguel Dr, N & S California Blvd, BART Walnut Creek
603	Camino Pablo, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
605	N Civic Dr, N Broadway, Lincoln Ave, Mt Pisgah St, Newell Ave, Lilac Dr, S Main St, Creekside Dr
606	BART Orinda, Orinda Wy, Miner Rd, Honey Hill Rd, Via Las Cruces, Saint Stephens Dr, Orinda Woods Dr, Moraga Wy, Ivy Dr, Moraga Rd, St Marys Rd, St Mary's College, Mt Diablo Blvd, BART Lafayette
608	VA Clinic, Center Ave, Pacheco Blvd, Contra Costa Blvd, Chilpancinco Pkwy, Old Quarry Rd, DVC
609	BART Walnut Creek, Ygnacio Valley Rd, Marchbanks Dr, Walnut Ave
610	BART Concord, Clayton Rd, Ayers Rd, Concord Blvd, Kirkwood Dr, Oakhurst Dr, Center St, Marsh Creek Rd, Mountaire Pkwy, Mountaire Cir
611	BART Concord, Port Chicago Highway, Salvio St, Mira Vista Terrace, Fry Wy, Clayton Rd, Market St, Meadow Ln, Oak Grove Rd, Treat Blvd, Bancroft Rd, Minert Rd
612	BART Concord, Clayton Rd, Ayers Rd, Concord Blvd, Kirker Pass Rd, Washington Blvd, Pennsylvania Blvd, Pine Hollow Rd, El Camino Dr, Michigan Blvd
613	Minert Rd, Oak Grove Rd, Monument Blvd, Detroit Ave, Laguna St, Oak St, BART Concord
614	BART Concord, Clayton Rd, Michigan Blvd, Pennsylvania Blvd, Pine Hollow Rd, El Camino Dr
615	Concord Blvd, Landana Dr., Willow Pass Rd., Parkside Dr., Salvio St., East St., clayton Rd., Oakland Ave., Mount Diablo St., BART Concord
616	Treat Blvd, Bancroft Rd, Minert Rd, Oak Grove Rd, Monument Blvd, San Miguel Rd, Galindo St, Oak St, BART Concord
619	Minert Rd, Oak Grove Rd, Monument Blvd, Mohr Ln, David Ave, Bancroft Rd, Treat Blvd, BART Pleasant Hill
622	Pine Valley Rd, Broadmoor Dr, Montevideo Dr, Alcosta Blvd, Crow Canyon Rd, Tassajara Ranch Rd, Camino Tassajara
623	Danville Blvd, Stone Valley Rd, Green Valley Rd, Diablo Rd, Hartz Ave, San Ramon Valley Blvd, Sycamore Valley Rd, Camino Tassajara, Tassajara Ranch Rd, Crow Canyon Rd, Anabel Ln
625	Rossmoor Shopping Center, Tice Valley Blvd, Olympic Blvd, Pleasant Hill Rd, Acalanes Ave, Stanley Blvd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
626	St Mary's College, St Marys Rd, Rohrer Dr, Moraga Rd, Mt Diablo Blvd, BART Lafayette, Happy Valley Rd, Upper Happy Valley Rd, El Nido Ranch Rd, Hidden Valley Rd, Acalanes Rd
627	BART North Concord, Port Chicago Highway, Bates Ave, Mason Cir
631	Minert Rd, Weaver Ln, Oak Grove, Monument Blvd, Fry Way, Clayton Rd, Detroit Ave, Walters Way, BART Concord
632	Minert Rd, San Miguel Dr, Galloway Rd, Monument Blvd, Meadow Ln, Mohr Ln, Del Rio Cr, BART Pleasant Hill
635	Bollinger Canyon Rd, Dougherty Rd, Crow Canyon Rd, Tassajara Ranch Rd, Camino Tassajara, Lusitano St, Charbray St
636	San Ramon Transit Center, Executive Pkwy, Crow Canyon Rd, Bollinger Canyon Rd, San Ramon Valley Blvd, Broadmoor Dr, Alcosta Blvd, Fircrest Ln, Village Pkwy, Dublin Blvd, BART Dublin
Owl	Bart Night Owl Service

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# Visitor Report

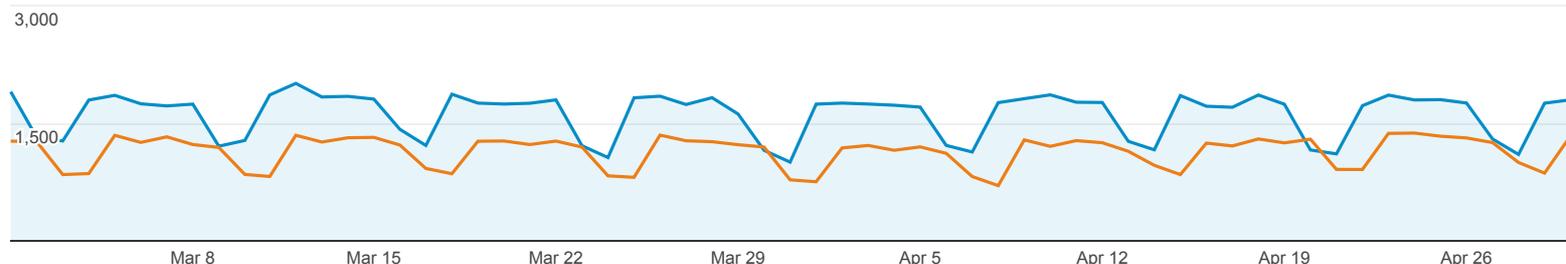
Mar 1, 2013 - Apr 30, 2013  
Compare to: Mar 1, 2012 - Apr 30, 2012

change in % of visits: +0.00%

Report Tab

Metric Group

Mar 1, 2013 - Apr 30, 2013: Visits  
Mar 1, 2012 - Apr 30, 2012: Visits



Visits <b>41.54%</b> 98,602 vs 69,664	Unique Visitors <b>24.23%</b> 40,744 vs 32,797	Pageviews <b>30.73%</b> 272,302 vs 208,291	Avg. Visit Duration <b>3.05%</b> 00:02:57 vs 00:02:51	Pages / Visit <b>-7.64%</b> 2.76 vs 2.99
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Visitor Type	Mobile (Including Tablet)	Visits	Unique Visitors	Pageviews	Avg. Visit Duration	Pages / Visit
1. <a href="#">Returning Visitor</a>	Yes					
Mar 1, 2013 - Apr 30, 2013		<b>44,136</b>	8,365	109,802	00:02:48	2.49
Mar 1, 2012 - Apr 30, 2012		<b>21,785</b>	4,761	55,894	00:02:40	2.57
<b>% Change</b>		<b>102.60%</b>	<b>75.70%</b>	<b>96.45%</b>	<b>5.50%</b>	<b>-3.04%</b>
2. <a href="#">Returning Visitor</a>	No					
Mar 1, 2013 - Apr 30, 2013		<b>22,036</b>	7,327	62,187	00:02:49	2.82
Mar 1, 2012 - Apr 30, 2012		<b>20,909</b>	7,476	62,771	00:02:50	3.00
<b>% Change</b>		<b>5.39%</b>	<b>-1.99%</b>	<b>-0.93%</b>	<b>-0.97%</b>	<b>-6.00%</b>
3. <a href="#">New Visitor</a>	No					
Mar 1, 2013 - Apr 30, 2013		<b>20,166</b>	20,134	64,103	00:02:58	3.18
Mar 1, 2012 - Apr 30, 2012		<b>20,184</b>	20,157	68,420	00:03:02	3.39
<b>% Change</b>		<b>-0.09%</b>	<b>-0.11%</b>	<b>-6.31%</b>	<b>-1.85%</b>	<b>-6.23%</b>
4. <a href="#">New Visitor</a>	Yes					
Mar 1, 2013 - Apr 30, 2013		<b>12,264</b>	12,201	36,210	00:03:37	2.95
Mar 1, 2012 - Apr 30, 2012		<b>6,786</b>	6,773	21,206	00:03:02	3.12
<b>% Change</b>		<b>80.73%</b>	<b>80.14%</b>	<b>70.75%</b>	<b>19.78%</b>	<b>-5.52%</b>

Rows 1 - 4 of 4

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cccta.org [DEFAULT]

Mar 1, 2013 - Apr 30, 2013

## Pages

Pages are grouped by Page

100% of pageviews: 100.00%

### Explorer

Site Usage



Pageviews

**272,302**

% of Total: 100.00%  
(272,302)

Unique Pageviews

**201,932**

% of Total: 100.00%  
(201,932)

Avg. Time on Page

**00:01:40**

Site Avg: 00:01:40  
(0.00%)

Entrances

**98,589**

% of Total: 100.00%  
(98,589)

Bounce Rate

**43.71%**

Site Avg: 43.71%  
(0.00%)

% Exit

**36.21%**

Site Avg: 36.21%  
(0.00%)

Page Value

**\$0.00**

% of Total: 0.00%  
(\$0.00)

Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
1. /	59,334	40,766	00:01:09	36,710	26.58%	26.61%	\$0.00
2. /maps-schedules/	33,011	21,235	00:00:59	18,372	19.97%	19.47%	\$0.00
3. /mobile-schedules/	23,482	14,576	00:00:44	3,485	26.03%	11.64%	\$0.00
4. /schedule/6/	9,535	8,406	00:08:57	5,426	86.45%	79.83%	\$0.00
5. /schedule/98X/	6,696	5,803	00:03:05	3,265	85.24%	65.88%	\$0.00
6. /fares/	6,518	4,968	00:01:23	1,067	60.82%	32.26%	\$0.00
7. /schedule/18/	6,342	5,230	00:02:36	1,586	73.08%	50.02%	\$0.00
8. /schedule/9/	6,173	5,110	00:03:09	1,552	74.48%	53.78%	\$0.00
9. /schedule/20/	5,435	4,489	00:03:12	1,332	73.50%	55.36%	\$0.00
10. /schedule/16/	5,237	4,285	00:02:47	1,121	72.17%	48.83%	\$0.00
11. /schedule/15/	5,171	4,278	00:03:43	1,341	74.94%	55.56%	\$0.00
12. /schedule/10/	4,762	3,908	00:02:58	1,180	77.12%	56.53%	\$0.00
13. /schedule/21/	4,760	3,863	00:02:35	1,095	70.78%	52.44%	\$0.00
14. /schedule/14/	4,318	3,538	00:03:36	1,177	71.79%	51.85%	\$0.00
15. /schedule/35/	3,992	3,111	00:03:12	1,452	70.94%	54.61%	\$0.00
16. /schedule/4/	3,892	3,271	00:03:32	1,980	77.93%	67.83%	\$0.00
17. /schedule/11/	3,683	3,025	00:02:24	668	67.37%	41.81%	\$0.00
18. /schedule/316/	3,600	2,974	00:03:11	856	72.08%	53.81%	\$0.00
19. /schedule/96X/	3,379	2,665	00:02:45	940	70.43%	49.72%	\$0.00
20. /schedule/28/	3,075	2,498	00:02:54	745	72.48%	51.64%	\$0.00
21. /how-to-ride/	3,055	2,332	00:00:40	116	37.07%	10.90%	\$0.00
22. /schedule/314/	3,015	2,518	00:02:55	678	75.52%	56.72%	\$0.00
23. /driver-login/	2,360	1,190	00:03:43	605	31.90%	44.92%	\$0.00

24.	<a href="#">/schedule/321/</a>	<b>2,148</b>	1,825	00:03:44	515	73.79%	57.08%	\$0.00
25.	<a href="#">/schedule/19/</a>	<b>2,106</b>	1,673	00:02:11	332	73.80%	35.19%	\$0.00
26.	<a href="#">/schedule/95X/</a>	<b>2,095</b>	1,628	00:01:44	333	60.36%	32.41%	\$0.00
27.	<a href="#">/schedule/1/</a>	<b>2,066</b>	1,537	00:03:29	286	63.99%	40.42%	\$0.00
28.	<a href="#">/schedule/7/</a>	<b>2,055</b>	1,618	00:02:31	411	73.72%	44.04%	\$0.00
29.	<a href="#">/schedule/310/</a>	<b>2,034</b>	1,697	00:02:54	458	81.66%	60.82%	\$0.00
30.	<a href="#">/schedule/320/</a>	<b>2,021</b>	1,714	00:02:42	517	80.85%	51.16%	\$0.00
31.	<a href="#">/maps-schedules/600-select-service/</a>	<b>1,856</b>	741	00:01:20	47	38.30%	18.16%	\$0.00
32.	<a href="#">/schedule/311/</a>	<b>1,821</b>	1,456	00:02:14	327	75.23%	47.50%	\$0.00
33.	<a href="#">/schedule/36/</a>	<b>1,798</b>	1,391	00:02:10	255	69.41%	39.60%	\$0.00
34.	<a href="#">/schedule/17/</a>	<b>1,759</b>	1,453	00:02:11	364	80.22%	49.18%	\$0.00
35.	<a href="#">/about/</a>	<b>1,720</b>	1,382	00:00:41	129	46.51%	18.31%	\$0.00
36.	<a href="#">/schedule/93X/</a>	<b>1,713</b>	1,354	00:02:46	405	73.58%	49.62%	\$0.00
37.	<a href="#">/link/</a>	<b>1,575</b>	1,145	00:01:00	505	46.53%	29.14%	\$0.00
38.	<a href="#">/bus-tracker/</a>	<b>1,398</b>	957	00:01:24	823	34.14%	31.69%	\$0.00
39.	<a href="#">/schedule/97X/</a>	<b>1,304</b>	1,049	00:02:08	257	67.70%	42.33%	\$0.00
40.	<a href="#">/fares/where-to-buy/</a>	<b>1,108</b>	798	00:01:35	130	65.38%	33.39%	\$0.00
41.	<a href="#">/schedule/5/</a>	<b>1,075</b>	915	00:01:50	204	73.53%	44.37%	\$0.00
42.	<a href="#">/schedule/2/</a>	<b>1,068</b>	896	00:02:18	219	81.74%	49.53%	\$0.00
43.	<a href="#">/public-meetings/</a>	<b>1,052</b>	833	00:00:35	48	50.00%	13.21%	\$0.00
44.	<a href="#">/fares/clipper-card/</a>	<b>975</b>	838	00:01:04	103	44.66%	27.08%	\$0.00
45.	<a href="#">/schedule/92X/</a>	<b>940</b>	708	00:02:03	218	62.39%	39.15%	\$0.00
46.	<a href="#">/about/jobs/</a>	<b>869</b>	667	00:01:40	203	56.65%	48.33%	\$0.00
47.	<a href="#">/about/real-time-bus-tracker/</a>	<b>819</b>	517	00:01:23	37	51.35%	29.18%	\$0.00
48.	<a href="#">/how-to-ride/paying-your-fare/</a>	<b>818</b>	680	00:01:32	32	71.88%	20.29%	\$0.00
49.	<a href="#">/?force=desktop</a>	<b>687</b>	515	00:00:52	120	13.33%	17.03%	\$0.00
50.	<a href="#">/driver-login/?force=desktop</a>	<b>677</b>	471	00:02:56	326	51.84%	65.14%	\$0.00

Rows 1 - 50 of 1792

Apr 1, 2013 - Apr 30, 2013  
Compare to: Mar 1, 2013 - Mar 31, 2013

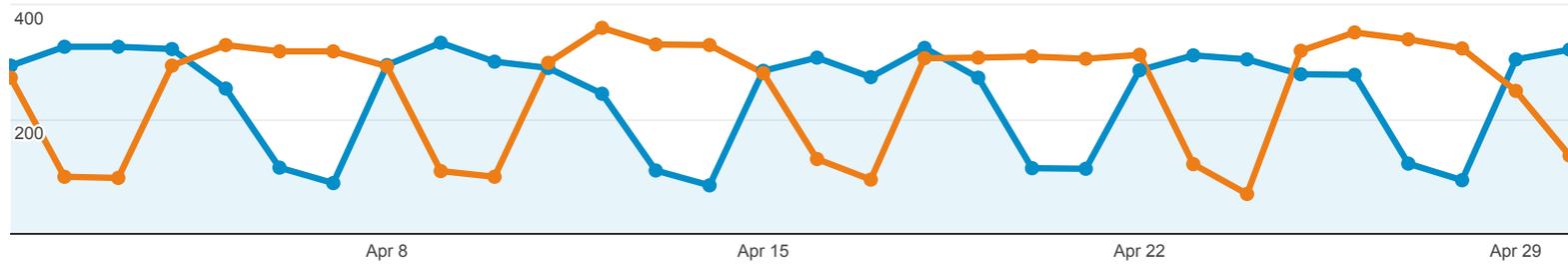
## Overview

change in % of visits: +0.00%

### Explorer

Site Usage

Apr 1, 2013 - Apr 30, 2013: Visits  
Mar 1, 2013 - Mar 31, 2013: Visits



Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
<b>-3.11%</b>	<b>-1.92%</b>	<b>4.78%</b>	<b>8.59%</b>	<b>-0.07%</b>
7,389 vs 7,626	4.19 vs 4.27	00:06:27 vs 00:06:09	19.12% vs 17.61%	34.29% vs 34.32%

Mobile (Including Tablet)

	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
1. Yes					
Apr 1, 2013 - Apr 30, 2013	<b>6,011</b>	4.11	00:06:33	17.27%	37.36%
Mar 1, 2013 - Mar 31, 2013	<b>6,116</b>	4.22	00:06:20	15.58%	36.54%
<b>% Change</b>	<b>-1.72%</b>	<b>-2.55%</b>	<b>3.40%</b>	<b>10.82%</b>	<b>2.25%</b>
2. No					
Apr 1, 2013 - Apr 30, 2013	<b>1,378</b>	4.55	00:05:58	27.58%	20.90%
Mar 1, 2013 - Mar 31, 2013	<b>1,510</b>	4.51	00:05:24	25.89%	25.30%
<b>% Change</b>	<b>-8.74%</b>	<b>1.03%</b>	<b>10.69%</b>	<b>6.50%</b>	<b>-17.39%</b>

Rows 1 - 2 of 2

## FY2013 Advisory Committee ATTENDANCE LOG

JURISDICTION - NAME	Expires	JUL	SEP	NOV	JAN	MAR	MAY
CLAYTON - Vacant							
CONCORD- Eileen Vonk	Dec-13	<b>P</b>	<b>P</b>	<b>P</b>	<b>E</b>	<b>P</b>	
CC COUNTY -Vacant	Jun-13	<b>U</b>	<b>P</b>	<b>U</b>			
DANVILLE - Vacant							
LAFAYETTE- Vacant							
MARTINEZ- Cary Kennerley	Oct-14				<b>P</b>	<b>P</b>	
MORAGA - Vacant							
ORINDA - David Libby	Feb-14	<b>P</b>	<b>P</b>	<b>U</b>	<b>P</b>	<b>E</b>	
ORINDA - Charles Hogle	Dec-13	<b>E</b>	<b>E</b>	<b>E</b>	<b>E</b>	<b>E</b>	
PLEASANT HILL - David Loyd	Jun-12	<b>P</b>	<b>E</b>	<b>P</b>	<b>P</b>	<b>P</b>	
SAN RAMON - Vacant							
WALNUT CREEK - Maureen Murphy	Mar-14	<b>P</b>	<b>E</b>	<b>E</b>	<b>E</b>	<b>E</b>	

In accordance with the Role and Function, if a member misses three or more consecutive meetings without cause, the member is subject to removal by the CCCTA Board after consultation with the affected jurisdiction.

Attendance Key

- P-Present
- E-Excused Absence
- U-Unexcused Absence
- X-Meeting Canceled