

# County Connection

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

## **BOARD OF DIRECTORS MEETING AGENDA**

**Thursday, October 17, 2013  
9:00 a.m.**

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

The CCCTA Board of Directors 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 Board of Directors.

1. Call to Order/Pledge of Allegiance
2. Roll Call/Confirm Quorum
3. Public Communication
4. Consent Calendar
  - a. Approval of Minutes of Regular Meeting of September 19, 2013\*
  - b. Additional CalPers Medical Plans for Administration, ATU and Teamsters\*  
Resolution No. 2014-007\*, Resolution No. 2014-008\*, Resolution No. 2014-009\*
  - c. Increasing Cafeteria Amounts for Non Represented Employees\*  
Resolution No. 2014-011\*
5. Report of Chair
6. Report of General Manager
  - a) Federal Government Shutdown Impact on County Connection Grants
  - b) County Connection Response to Any Possible BART Strike
  - c) Report on APTA Annual Conference in Chicago
7. Report of Standing Committees
  - a. Administrative & Finance Committee  
(Committee Chair: Director Dessayer)
    - 1) Update on Bishop Ranch Service Agreement\*

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

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY**

(The A & F Committee will inform the Board where the current contract for service for Bishop Ranch stands.)

b. Marketing, Planning & Legislative Committee

(Committee Chair: Director Schroder)

1) The Contra Costa County Mobility Management Plan\*

(The MP&L Committee recommends that the Board approve the draft for the Contra Costa County Mobility Management Plan and forward it to the Contra Costa Transit Authority for their approval.)

c. Operations & Scheduling Committee

(Committee Chair: Jack Weir)

1) Proposed Alamo T-1 Service Agreement\*

Resolution No. 2014-010\*

(The O & S Committee recommends that the Board approve the enclosed Alamo T-1 Agreement.)

8. Board Communication

Under this item, Directors are limited to providing information, asking clarifying questions about matters not on the agenda, responding to public comment, referring matters to committee or staff for information, or requesting a report (on any matter) be made at another meeting.

9. Closed Session:

a) Public Employee Performance Evaluation

Pursuant to Government Code Section 54957

Position: General Manager

10. Adjournment

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\*Enclosure

## General Information

Possible Action: The Board may act upon any item listed on the agenda.

Public Comment: Each person wishing to address the County Connection Board of Directors is requested to complete a Speakers Card for submittal to the Clerk of the Board before the meeting convenes or the applicable agenda item is discussed. Persons who address the Board are also asked to furnish a copy of any written statement to the Clerk. 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 Board.

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

Consent Items: All matters listed under the Consent Calendar are considered by the Board to be routine and will be enacted by one motion. There will be no separate discussion of these items unless requested by a Board Member or a member of the public prior to when the Board 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, Lathina Hill, at 2477 Arnold Industrial Way, Concord, CA 94520 or [hill@cccta.org](mailto:hill@cccta.org).

Shuttle Service: With 24-hour notice, a County Connection LINK shuttle can be available at the North Concord BART station for individuals who want to attend the Board meetings. 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, November 21, 9:00 a.m., County Connection Board Room
Administration & Finance:	Wednesday, November 6, 9:00 a.m. 1676 N. California Blvd., Suite 620, Walnut Creek
Advisory Committee:	Friday, November 8, 9:30a.m. County Connection Board Room
Marketing, Planning & Legislative:	Thursday, November 7, 8:30 a.m., 3338 Mt. Diablo Blvd. in Lafayette
Operations & Scheduling:	Friday, November 1, 8:00 a.m., Walnut Creek City Offices

**The above meeting schedules are subject to change. Please check the County Connection 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 County Connection Administrative Offices, 2477 Arnold Industrial Way, Concord, California**

# County Connection

2477 Arnold Industrial Way

Concord, CA 94520-5326

(925) 676-7500

countyconnection.com

Agenda Item No. 4.a.

## CCCTA BOARD OF DIRECTORS

### MINUTES OF THE REGULAR MEETING

September 19, 2013

#### CALL TO ORDER/ROLL CALL/CONFIRM QUORUM

Chair Horn called the regular meeting of the Board of Directors to order at 9 a.m. Board Members present were Directors Anderson, Dessayer, Hudson, Manning, Schroder, Weir and Worth. Director Hoffmeister arrived after the meeting convened. Directors Simmons and Storer were absent.

Staff: Ramacier, Chun, Barnes, Barrientos, Bowron, Burdick, Casenave, Churchill, Crayton, Hill, Mitchell, Polee, Robinson, Robinson, Jr, and Thompson.

#### PUBLIC COMMUNICATION:

Tyrone Bowie, a driver with First Transit (County Connection Paratransit Contractor), notified the Board of his displeasure with First Transit's dispatchers scheduling drivers with fewer hours on a weekly basis and fewer time slots for the clients.

Ossie Robinson, Jr., an operator with County Connection and an ATU Local 1605 representative, also wanted to speak on behalf of the First Transit drivers. He wanted to express that although the First Transit drivers are dedicated workers they feel that they are not respected or cared for by management.

#### CONSENT CALENDAR

**MOTION:** Director Hudson moved approval of the Consent Calendar, consisting of the following items: (a) Approval of Minutes of Regular Meeting of August 15, 2013; (b) CCCTA Investment Policy-Quarterly Reporting Requirement. Director Manning seconded the motion and it received the following vote of approval.

Aye:	Directors Andersen, Dessayer, Horn, Schroder, Weir and Worth
No:	None
Abstain:	Director Worth abstained from Approval of Minutes of August 15, 2013
Absent:	Directors Hoffmeister, Simmons and Storer

#### REPORT OF CHAIR

##### Election and Seating of CCCTA Officers

The recommendation from the Nominating Committee for Election of CCCTA Officers is Director Simmons as Chair, Director Dessayer as Vice Chair, and Director Storer as Secretary. He asked if there were any further nominations for the CCCTA Officers. Hearing none, he closed the nomination period.

**MOTION:** Director Hudson moved to adopt the recommendation from the Nominating Committee for Election of CCCTA Officers, which consists of Director Simmons as Chair, Director Dessayer as Vice Chair, and Director Storer as Secretary. Director Worth seconded the motion and it received the following vote of approval.

**Aye:** Directors Andersen, Dessayer, Horn, Manning, Schroder and Weir  
**No:** None  
**Abstain:** None  
**Absent:** Directors Hoffmeister, Simmons and Storer

On behalf of the Board, Director Dessayer expressed appreciation for Director Horn's great work as the Chair, and presented him with a plaque. Director Horn stated that it was his pleasure to be the Chair this past year, and noted that much was accomplished, including the signing of the labor contracts with all the labor unions and the ground breaking of the long awaited Pacheco Transit Hub.

## **REPORT OF GENERAL MANAGER**

### Update on AB1222 (Formerly AB160)

General Manager Rick Ramacier reported on the conflict between the state law known as the California Public Employees' Pension Reform Act of 2013 (PEPRA), and the determination by the U.S. Department of Labor (USDOL) that PEPRA conflicts with collective bargaining rights protected under the federal labor protection statute applicable to public transportation employees known as Section 13(c). He reported that the Governor is expected to sign AB 1222, which the Legislature enacted to provide a temporary exemption from PEPRA for public transit employees. During this exemption period, it is anticipated that Sacramento RTD will sue the Department of Labor on their finding that PEPRA violates Section 13(c). It is anticipated that the courts will make the final determination on this point. Meanwhile the Department of Labor is to release all of the other Federal grants being held up from California operators, which includes County Connection. Mr. Ramacier anticipates that County Connection's federal grant funds should be released sometime this fall.

## **REPORT OF STANDING COMMITTEES**

**Administration & Finance Committee:**  
(Director Hoffmeister arrived.)

### PARS OPEB Trust and OPEB Liability

Director Dessayer presented information regarding the performance of our PARS OPEB Trust and OPEB Liability. At the direction of the A & F Committee, County Connection used a moderately conservative discount rate. As a result, we have a slight positive balance in this trust account. The Board had no questions.

**Marketing, Planning & Legislative Committee:**

### Bus Advertising Services-Contract Extension

The MP & L Committee recommends that the Board execute its option for the final one year extension with Lamar Transit Advertising Inc. to continue operating our bus advertising program. The Chair of the committee informed the Board that it is reviewing other advertising options and will report back in the coming months.

**MOTION:** Director Schroder moved adoption of Resolution No. 2014-006, Authorizing Extension of Professional Services Agreement with Lamar Transit Advertising Inc. for Bus Advertising Services, for the final option year. The motion was seconded by Director Hudson and it received the following vote of acceptance.

Aye: Directors Andersen, Dessayer, Hoffmeister, Horn, Manning, Weir and Worth  
No: None  
Abstain: None  
Absent: Directors Simmons and Storer

**BOARD COMMUNICATION:**

On behalf of Chair Simmons, Director Dessayer announced the committee assignments for the coming year as follows:

Administration & Finance: Dessayer, Manning, Storer, Horn  
Marketing, Planning & Legislation: Worth, Shroder, Hoffmeister  
Operations & Scheduling: Weir, Anderson, Hudson

Director Weir commented on the Paratransit Workshop held on September 6, 2013, noting that he was very pleased with staff's presentation, and looked forward to input from all stakeholders on this important subject. Director Hudson commented that the input from volunteers providing transportation for seniors would be valuable.

**Public Communication:**

A First Transit driver arrived to the meeting late and wanted to speak, so Director Hoffmeister made a motion to re-open the public communication.

**MOTION:** Director Hoffmeister moved to re-open the public communication. The motion was seconded by Director Horn and it received the following vote of acceptance.

Aye: Directors Andersen, Dessayer, Hudson, Manning, Schroder, Weir and Worth  
No: None  
Abstain: None  
Absent: Directors Simmons and Storer

The driver wanted the Board to know how she was treated by First Transit dispatchers and managers on the day that she had an accident. She feels that the dispatchers and managers did not show her the ample concern that her injuries warranted.

General Manager Rick Ramacier clarified for the Board that the person making the comments works for First Transit and not County Connection. Therefore County Connection can not get directly involved but can express concern about these issues to management at First Transit.

**ADJOURNMENT:** Vice Chair Dessayer adjourned the regular Board meeting at 9:25a.m.

Minutes prepared by

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Lathina Hill  
Assistant to the General Manager

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Date

To: Board of Directors

Date: October 10, 2013

From: Kathy Casenave, Director of Finance

Reviewed by:

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**SUBJECT: Three Additional CalPERS Plans for Administrative Employees, ATU, and Teamsters**

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**Summary of Issues:**

CalPERS has added three new insurance plans for the 2014 calendar year and has requested a new resolution from CCCTA setting the amount that CCCTA will be paying for actives so that they can apply to retirees, if they choose these new plans.

Staff, and our legal counsel, Pat Glenn, believe that the most logical way of approaching this is to use the CCCTA portion of the old providers whose premiums most closely compare with the new providers.

Using this method, the Kaiser will be used for United Healthcare; PERSCARE will be used for Anthem HMO Traditional; and PERS Select will be used for Anthem HMO Select.

Attached is a copy of all of the insurance plans that includes the premiums, CCCTA's share, the cafeteria amounts and the amount the employee pays.

**ADMINISTRATION-**

## 2014 PREMIUMS

	2014 PREM	CCCTA	Cafeteria Plan	Total CCCTA	EE Pays
Blue Shield	836.59	329.08	301.97	631.05	205.54
Blue Shield +1	1,673.18	658.16	423.95	1,082.11	591.07
Blue Shield +2	2,175.13	855.60	575.13	1,430.73	744.40
Blue Shield Netvalue	704.01	329.08	301.97	631.05	72.96
Blue Shield Netvalue+1	1,408.02	658.16	423.95	1,082.11	325.91
Blue Shield Netvalue+2	1,830.43	855.60	575.13	1,430.73	399.70
Kaiser	742.72	303.56	301.97	605.53	137.19
Kasier +1	1,485.44	607.12	423.95	1,031.07	454.37
Kasier +2	1,931.07	789.26	575.13	1,364.39	566.68
PERS CHOICE	690.77	289.98	301.97	591.95	98.82
PERS CHOICE+1	1,381.54	579.96	423.95	1,003.91	377.63
PERS CHOICE+2	1,796.00	753.95	575.13	1,329.08	466.92
PERSCARE	720.04	494.86	301.97	796.83	0.00
PERSCARE+1	1,440.08	989.71	423.95	1,413.66	26.42
PERSCARE+2	1,872.10	1,286.63	575.13	1,861.76	10.34
PERS Select	661.52	270.71	301.97	572.68	88.84
PERS Select+1	1,323.04	541.42	423.95	965.37	357.67
PERS Select+2	1,719.95	703.85	575.13	1,278.98	440.97
Anthem HMO Traditional	728.41	494.86	301.97	796.83	0.00
Anthem HMO Traditional +1	1,456.82	989.71	423.95	1,413.66	43.16
Anthem HMO Traditional +2	1,893.87	1,286.63	575.13	1,861.76	32.11
<b><i>Used PERSCARE for cost sharing</i></b>					
United Healthcare	764.24	303.56	301.97	605.53	158.71
United Healthcare +1	1,528.48	607.12	423.95	1,031.07	497.41
United Healthcare +2	1,987.02	789.26	575.13	1,364.39	622.63
<b><i>Used KAISER for cost sharing</i></b>					
Anthem HMO Select	657.33	270.71	301.97	572.68	84.65
Anthem HMO Select +1	1,314.66	541.42	423.95	965.37	349.29
Anthem HMO Select +2	1,709.06	703.85	575.13	1,278.98	430.08
<b><i>Used PERS SELECT for cost sharing</i></b>					

**ATU**

## 2014 PREMIUMS



	2014 PREM	CCCTA	Cafeteria Plan	Total CCCTA	EE Pays
Blue Shield	836.59	266.47	370.19	636.66	199.93
Blue Shield +1	1,673.18	532.93	560.40	1,093.33	579.85
Blue Shield +2	2,175.13	692.81	752.52	1,445.33	729.80
Blue Shield Netvalue	704.01	266.47	370.19	636.66	67.35
Blue Shield Netvalue+1	1,408.02	532.93	560.40	1,093.33	314.69
Blue Shield Netvalue+2	1,830.43	692.81	752.52	1,445.33	385.10
Kaiser	742.72	235.34	370.19	605.53	137.19
Kasier +1	1,485.44	470.67	560.40	1,031.07	454.37
Kasier +2	1,931.07	611.87	752.52	1,364.39	566.68
PERS CHOICE	690.77	241.24	370.19	611.43	79.34
PERS CHOICE+1	1,381.54	482.48	560.40	1,042.88	338.66
PERS CHOICE+2	1,796.00	627.23	752.52	1,379.75	416.25
PERSCARE	720.04	374.92	370.19	745.11	0.00
PERSCARE+1	1,440.08	749.83	560.40	1,310.23	129.85
PERSCARE+2	1,872.10	974.78	752.52	1,727.30	144.80
PERS Select	661.52	233.59	370.19	603.78	57.74
PERS Select+1	1,323.04	467.18	560.40	1,027.58	295.46
PERS Select+2	1,719.95	607.34	752.52	1,359.86	360.09
Anthem HMO Traditional	728.41	374.92	370.19	745.11	0.00
Anthem HMO Traditional +1	1,456.82	749.83	560.40	1,310.23	146.59
Anthem HMO Traditional +2	1,893.87	974.78	752.52	1,727.30	166.57
<i>Used PERSCARE for cost sharing</i>					
United Healthcare	764.24	235.34	370.19	605.53	158.71
United Healthcare +1	1,528.48	470.67	560.40	1,031.07	497.41
United Healthcare +2	1,987.02	611.87	752.52	1,364.39	622.63
<i>Used KAISER for cost sharing</i>					
Anthem HMO Select	657.33	233.59	370.19	603.78	53.55
Anthem HMO Select +1	1,314.66	467.18	560.40	1,027.58	287.08
Anthem HMO Select +2	1,709.06	607.34	752.52	1,359.86	349.20
<i>Used PERSELECT for cost sharing</i>					
<b>TEAMSTERS</b>					
2014 PREMIUMS					
	2014 PREM	CCCTA	Cafeteria Plan	Total CCCTA	EE Pays

Blue Shield	836.59	280.29	351.38	631.67	204.92
Blue Shield +1	1,673.18	560.57	522.77	1,083.34	589.84
Blue Shield +2	2,175.13	728.74	703.60	1,432.34	742.79
Blue Shield Netvalue	704.01	280.29	351.38	631.67	72.34
Blue Shield Netvalue+1	1,408.02	560.57	522.77	1,083.34	324.68
Blue Shield Netvalue+2	1,830.43	728.74	703.60	1,432.34	398.09
Kaiser	742.72	254.15	351.38	605.53	137.19
Kasier +1	1,485.44	508.30	522.77	1,031.07	454.37
Kasier +2	1,931.07	660.79	703.60	1,364.39	566.68
PERS CHOICE	690.77	241.24	351.38	592.62	98.15
PERS CHOICE+1	1,381.54	482.48	522.77	1,005.25	376.29
PERS CHOICE+2	1,796.00	627.23	703.60	1,330.83	465.17
PERSCARE	720.04	374.92	351.38	726.30	0.00
PERSCARE+1	1,440.08	749.83	522.77	1,272.60	167.48
PERSCARE+2	1,872.10	974.78	703.60	1,678.38	193.72
PERS Select	661.52	226.58	351.38	577.96	83.56
PERS Select+1	1,323.04	453.16	522.77	975.93	347.11
PERS Select+2	1,719.95	589.11	703.60	1,292.71	427.24
Anthem HMO Traditional	728.41	374.92	351.38	726.30	2.11
Anthem HMO Traditional +1	1,456.82	749.83	522.77	1,272.60	184.22
Anthem HMO Traditional +2	1,893.87	974.78	703.60	1,678.38	215.49
<b><i>Used PERSCARE for cost sharing</i></b>					
United Healthcare	764.24	254.15	351.38	605.53	158.71
United Healthcare +1	1,528.48	508.30	522.77	1,031.07	497.41
United Healthcare +2	1,987.02	660.79	703.60	1,364.39	622.63
<b><i>Used KAISER for cost sharing</i></b>					
Anthem HMO Select	657.33	226.58	351.38	577.96	79.37
Anthem HMO Select +1	1,314.66	453.16	522.77	975.93	338.73
Anthem HMO Select +2	1,709.06	589.11	703.60	1,292.71	416.35
<b><i>Used PERSELECT for cost sharing</i></b>					

**Resolution No. 2014-007**

**Central Contra Costa Transit Authority**

**RESOLUTION FIXING THE EMPLOYER'S CONTRIBUTION UNDER THE PUBLIC EMPLOYEES' MEDICAL AND HOSPITAL CARE ACT**

- WHEREAS (1) Government Code Section 22892(a) provides that a local agency contracting under the Public Employees' Medical and Hospital Care Act shall fix the amount of the employer's contribution at an amount not less than the amount required under Section 22892(b) of the Act, and
- WHEREAS, (2) **Central Contra Costa Transit Authority**, hereinafter referred to as Public Agency is local agency contracting under the Act for participation by members of the **Administrative Employees** now, therefore be it
- RESOLVED, (a) That the employer's contribution for each employee or annuitant shall be the amount necessary to pay the full cost of his/her enrollment, including the enrollment of family members, in a health benefits plan or plans up to a maximum of:

<b>Plan Set</b>	<b>Self</b>	<b>Self+1</b>	<b>Self+Family</b>
Anthem HMO Traditional	494.86	989.71	1286.63
Anthem HMO Select	270.71	541.42	703.85
Blue Shield	329.08	658.10	855.60
Blue Shield Advantage	329.08	658.10	855.60
Blue Shield NetValue	329.08	658.10	855.60
Blue Shield NetValue Advantage	329.08	658.10	855.60
Health Net	119.00	119.00	119.00
Kaiser	303.56	607.12	789.26
PERS Care	494.86	989.71	1286.63
PERS Choice	289.98	579.96	753.95
PERS Select	270.71	541.42	703.85
PORAC	119.00	119.00	119.00
Sharp	119.00	119.00	119.00
United Healthcare	303.56	607.12	789.26

Plus administrative fees and Contingency Reserve Fund Assessments;  
and be it further

- RESOLVED, (b) That **Central Contra Costa Transit Authority** has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above.  
Adopted at a regular meeting of the Central Contra Costa Transit Authority's Board of Directors at Concord, California, this 17<sup>th</sup> day of October 2013.

AYES:

NOES:

ABSTENTIONS:

ABSENT:

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Bob Simmons, Chair, Board of Directors

ATTEST: \_\_\_\_\_  
Lathina Hill, Clerk to the Board

**Resolution 2014-008**

**Central Contra Costa Transit Authority**

**RESOLUTION FIXING THE EMPLOYER'S CONTRIBUTION UNDER THE  
PUBLIC EMPLOYEES' MEDICAL AND HOSPITAL CARE ACT**

- WHEREAS, (1) Government Code Section 22892(a) provides that a local agency contracting under the Public Employees' Medical and Hospital Care Act shall fix the amount of the employer's contribution at an amount not less than the amount required under Section 22892(b) of the Act, and
- WHEREAS, (2) Government Code Section 22892(c) provides that a contracting agency may fix the amount of the employer's contribution for employees and the employer's contribution for annuitants at different amounts, provided that the monthly contribution for annuitants is annually increased to equal an amount not less than the number of years the contracting agency has been subject to this subdivision multiplied by 5 percent of the current monthly contribution for employees, until such time as the amounts are equal; and
- WHEREAS, (3) **Central Contra Costa Transit Authority**, hereinafter referred to as Public Agency is local agency contracting under the Act for participation by members of the **Amalgamated Transit Union, Local 1605** now, therefore be it
- RESOLVED, (a) That the employer's contribution for each employee shall be the amount necessary to pay the full cost of his/her enrollment, including the enrollment of his/her family members in a health benefits plan up to a maximum of:

<b>Plan Set</b>	<b>Self</b>	<b>Self+1</b>	<b>Self+Family</b>
Anthem HMO Traditional	374.92	749.83	974.78
Anthem HMO Select	233.59	467.18	607.34
Blue Shield	266.47	532.93	692.81
Blue Shield Advantage	266.47	532.93	692.81
Blue Shield NetValue	266.47	532.93	692.81
Blue Shield NetValue Advantage	266.47	532.93	692.81
Health Net	119.00	119.00	119.00
Kaiser	235.34	470.67	611.87
PERS Care	374.92	749.83	974.78
PERS Choice	241.24	482.48	627.23
PERS Select	233.59	467.18	607.34
PORAC	119.00	119.00	119.00
Sharp	119.00	119.00	119.00
UnitedHealthcare	235.34	470.67	611.87

Plus administrative fees and Contingency Reserve Fund Assessments;  
and be it further

RESOLVED, (b) That **Central Contra Costa Transit Authority** has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above.  
Adopted at a regular meeting of the Central Contra Costa Transit Authority's Board of Directors at Concord, California, this 17<sup>th</sup> day of October 2013.

AYES:

NOES:

ABSTENTIONS:

ABSENT:

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Bob Simmons, Chair, Board of Directors

ATTEST: \_\_\_\_\_  
Lathina Hill, Clerk to the Board

Resolution 2014-009

Central Contra Costa Transit Authority

RESOLUTION FIXING THE EMPLOYER'S CONTRIBUTION UNDER THE PUBLIC EMPLOYEES' MEDICAL AND HOSPITAL CARE ACT

- WHEREAS (1) Government Code Section 22892(a) provides that a local agency contracting under the Public Employees' Medical and Hospital Care Act shall fix the amount of the employer's contribution at an amount not less than the amount required under Section 22892(b) of the Act, and
- WHEREAS, (2) **Central Contra Costa Transit Authority**, hereinafter referred to as Public Agency is local agency contracting under the Act for participation by members of the **Teamsters, Local 856** now, therefore be it
- RESOLVED, (a) That the employer's contribution for each employee or annuitant shall be the amount necessary to pay the full cost of his/her enrollment, including the enrollment of family members, in a health benefits plan or plans up to a maximum of:

Plan Set	Self	Self+1	Self+Family
Anthem HMO Traditional	374.92	749.83	974.78
Anthem HMO Select	226.58	453.16	589.11
Blue Shield	280.29	560.57	728.74
Blue Shield Advantage	280.29	560.57	728.74
Blue Shield NetValue	280.29	560.57	728.74
Blue Shield NetValue Advantage	280.29	560.57	728.74
Health Net	119.00	119.00	119.00
Kaiser	254.15	508.30	660.79
PERS Care	374.92	749.83	974.78
PERS Choice	241.24	482.48	627.23
PERS Select	226.58	453.16	589.11
PORAC	119.00	119.00	119.00
Sharp	119.00	119.00	119.00
United Healthcare	254.15	508.30	660.79

Plus administrative fees and Contingency Reserve Fund Assessments; and be it further

- RESOLVED, (b) That **Central Contra Costa Transit Authority** has fully complied with any and all applicable provisions of Government Code Section 7507 in electing the benefits set forth above.

Adopted at a regular meeting of the Central Contra Costa Transit Authority's Board of Directors at Concord, California on this 17<sup>th</sup> day of October 2013.

AYES:

NOES:

ABSTENTIONS:

ABSENT:

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Bob Simmons, Chair, Board of Directors

ATTEST: \_\_\_\_\_  
Lathina Hill, Clerk to the Board



To: Board of Directors

Date: 10-9-13

From: Lisa Rettig, Senior Manager of Human Resources

Reviewed by:

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### **SUBJECT: Increasing Cafeteria Amounts for Non Represented Employees**

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**Summary of Issues: CCCTA contracts under the Public Employee's Medical and Hospital Care Act (PEMHCA) for Administrative Employee benefits.**

The Board has taken steps to equalize the net amount paid for healthcare by the ATU and Teamsters bargaining units with the non-represented Administrative employee group.

The current MOUs with the ATU and Teamsters increase the Cafeteria Plan annually using a formula that averages the increases in the two (2) most popular health plans by coverage level and splitting that amount and adding it to the Cafeteria Plan.

**Recommendation:**

For the Administrative employees staff recommends using the same formula that is used for the two Bargaining Groups to increase the cafeteria amounts.

The attached rate sheet shows the plans, the break down between the employer and employee share of the premium and the new cafeteria amounts.

**Financial Implications: \$9,500 for FY 2014 (with an annualized cost of \$19,000), this amount is included in the budget.**

**Committee Recommendation: The A & F Committee recommends approval**

**2014 Medical Premiums  
Per Month (\$)  
Employee Group #1  
Administrative Employees**

	<u>Total</u>	<u>CCCTA</u>	<u>Employee</u>	<u>Cafeteria Plan</u>	<u>Net Employee</u>
Blue Shield*	\$836.59	\$329.08	\$507.51	\$301.97	\$205.54
Blue Shield+1	\$1,673.18	\$658.16	\$1,015.02	\$423.95	\$591.07
Blue Shield +2	\$2,175.13	\$855.60	\$1,319.53	\$575.13	\$744.40
Blue Shield Netvalue*	\$704.01	\$329.08	\$374.93	\$301.97	\$72.96
Blue Shield Netvalue+1	\$1,408.02	\$658.16	\$749.86	\$423.95	\$325.91
Blue Shield Netvalue+2	\$1,830.43	\$855.60	\$974.83	\$575.13	\$399.70
Kaiser*	\$742.72	\$303.56	\$439.16	\$301.97	\$137.19
Kaiser+1	\$1,485.44	\$607.12	\$878.32	\$423.95	\$454.37
Kaiser+2	\$1,931.07	\$789.26	\$1,141.81	\$575.13	\$566.68
PERS Choice*	\$690.77	\$289.98	\$400.79	\$301.97	\$98.82
PERS Choice+1	\$1,381.54	\$579.96	\$801.58	\$423.95	\$377.63
PERS Choice+2	\$1,796.00	\$753.95	\$1,042.05	\$575.13	\$466.92
PERSCARE*	\$720.04	\$494.86	\$225.18	\$301.97	\$0.00
PERSCARE+1	\$1,440.08	\$989.71	\$450.37	\$423.95	\$26.42
PERSCARE+2	\$1,872.10	\$1,286.63	\$585.47	\$575.13	\$10.34
PERS Select*	\$661.52	\$270.71	\$390.81	\$301.97	\$88.84
PERS Select+1	\$1,323.04	\$541.42	\$781.62	\$423.95	\$357.67
PERS Select+2	\$1,719.95	\$703.85	\$1,016.10	\$575.13	\$440.97
Anthem HMO Select*	\$657.33	\$270.71	\$386.62	\$301.97	\$84.65
Anthem HMO Select+1	\$1,314.66	\$541.42	\$773.24	\$423.95	\$349.29
Anthem HMO Select+2	\$1,709.06	\$703.85	\$1,005.21	\$575.13	\$430.08
Anthem HMO Traditional*	\$728.41	\$494.86	\$233.55	\$301.97	\$0.00
Anthem HMO Traditional+1	\$1,456.82	\$989.71	\$467.11	\$423.95	\$43.16
Anthem HMO Traditional+2	\$1,893.87	\$1,286.63	\$607.24	\$575.13	\$32.11
Unitedhealthcare*	\$764.24	\$303.56	\$460.68	\$301.97	\$158.71
Unitedhealthcare+1	\$1,528.48	\$607.12	\$921.36	\$423.95	\$497.41
Unitedhealthcare+2	\$1,987.02	\$789.26	\$1,197.76	\$575.13	\$622.63

Employees who do not elect medical coverage receive \$200.00 per month in Cafeteria money. This money can be used to purchase vacation, Vision Services Plan benefits or at the end of the calendar year it can be cashed out or rolled over to an ICMA 457 account.

\* =Employee Only

+1=Employee plus One Dependent

+2=Employee plus Two or more Dependents (also known as Family Coverage)

The monthly Employee premium is deducted semi-monthly from paychecks in two equal amounts

**RESOLUTION NO. 2014-011**

**BOARD OF DIRECTORS, CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
STATE OF CALIFORNIA**

\* \* \*

**APPROVING AND ESTABLISHING THE 2014 CONTRIBUTION RATE FOR THE  
CAFETERIA PLAN FOR THE ACTIVE ADMINISTRATIVE EMPLOYEES OF THE  
CENTRAL CONTRA COSTA TRANSIT AUTHORITY**

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (hereinafter "Member Jurisdictions") have formed the Central Contra .Costa Transit Authority ("CCCTA"), a joint exercise of powers agency created under California Government Code Section 6500 *et seq.*, for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions; and

WHEREAS, the CCCTA provides health insurance benefits to its active employees and eligible retirees under the Public Employees' Medical and Hospital Care Act("PERS Health"); and

WHEREAS, the CCCTA funds such PERS Health premiums at rates established under Board resolutions submitted from time to time to the PERS Health administrator, and covered participants are required to fund the balance of such PERS Health premiums; and

WHEREAS, pursuant to Resolution No. 2007-016 adopted December 21, 2006, the Board established a cafeteria plan within the meaning of section 125 of the Internal Revenue Code to provide active, non-represented administrative employees with additional funding for their PERS Health premiums, or with certain other benefits in lieu of additional funding for PERS Health premiums ("the Plan"); and

WHEREAS, Resolution 2007-016 provides that the Board review and establish the CCCTA contribution rate to the Plan on an annual basis; and

WHEREAS, the CCCTA contribution rate for non-represented employees was last modified in 2011; and

WHEREAS, to bring the non-represented employees contribution rate in line with the contribution rates afforded to represented employees with cafeteria plans, the A&F Committee recommends adjustments to the contribution rates for non-represented employees; and

WHEREAS, the Board has determined it to be in CCCTA's best interests to increase its contribution rate for eligible non-represented administrative employees under the Plan.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the CCCTA as follows:

**Section 1.** For calendar year 2014, subject to the terms and conditions of the Plan, the CCCTA will contribute the following monthly amounts to the Plan for each non-represented administrative employee who participates in PERS Health:

Employee only	\$301.97
Employee + 1 dependents	\$423.95
Employee + 2 dependents	\$575.13

**Section 2.** For each subsequent calendar year, the Board shall establish the CCCTA's contribution to the Plan, if any, before January 1 of such year. If the Board does not establish the CCCTA's contribution to the Plan for any calendar year, the rates in effect on December 31 of the preceding year will apply.

**Section 3.** The General Manager is hereby authorized and directed, for and behalf of CCCTA, to take such further action and execute such documents as he may deem necessary or appropriate to carry out the provisions of this resolution.

Regularly passed and adopted at a regular meeting of the Central Contra Costa Transit Authority Board of Directors this 17th day of October 2013, by the following vote.

AYES:

NOES:

ABSTENTIONS:

ABSENT:

\_\_\_\_\_  
Bob Simmons, Chair, Board of Directors

ATTEST: \_\_\_\_\_  
Lathina Hill, Clerk to the Board

To: Board of Directors

Date: October 10, 2013

From: Anne Muzzini, Director of Planning & Marketing

Reviewed by:

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**Subject: Bishop Ranch Service Agreement**

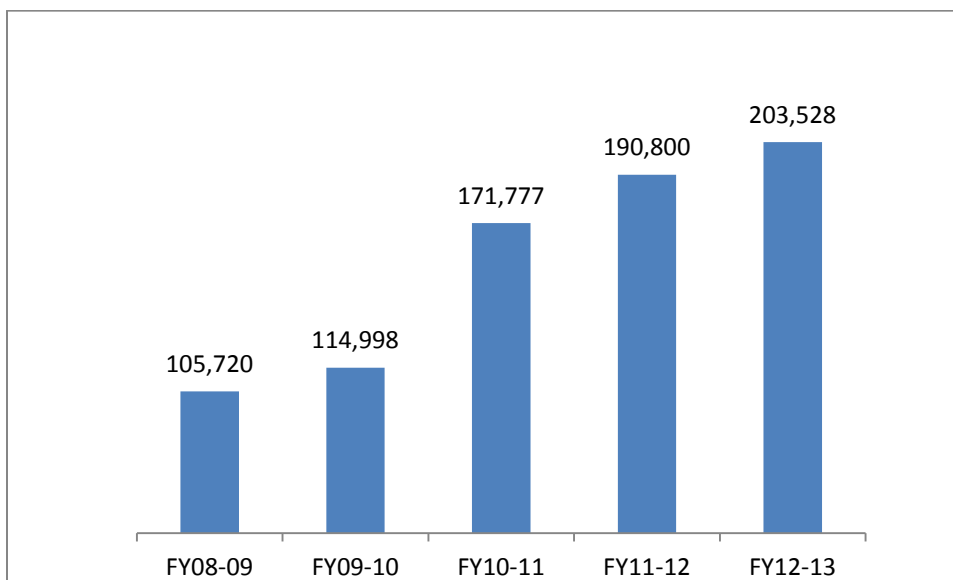
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**Background:**

County Connection has an agreement for service to Bishop Ranch with Sunset Development and Chevron that covers the 96X and 97X Express Bus routes from Walnut Creek and Dublin BART. The current agreement signed in 2009 established a method for calculating our marginal cost (\$106.44/hour in 2012-13) and charges 25% of this cost based on actual hours and days. In addition to the service cost there is a charge for fare reimbursement is increased by the CPI each year but not linked directly to passenger counts (\$86,664 per year in 2012-13).

When Bank of the West moved to Bishop Ranch we saw a significant increase in ridership and there was a need to add a 96X trip to accommodate the loads. We executed a letter agreement whereby Sunset agreed to pay \$81.21 per hour (only the maintenance, driver, and supervisor cost portions of the marginal rate) for the additional trip.

Ridership Growth



Because ridership has grown and the annual fare reimbursement rate has stayed the same, the amount per passenger has dropped from \$0.75 to \$0.43 per passenger.

### **Changes at Bishop Ranch and Impact on Contract**

In recent months PG&E has been moving employees into Bishop Ranch and we are seeing an increase in ridership as a result. Sunset Development is negotiating with AT&T to bring them into the transit pass program. The addition of AT&T employees to the program will add enough demand to justify more service on the 96X which is near capacity on some trips.

It is in the interest of County Connection and Sunset Development to negotiate a new contract so that the additional trips added in the past and proposed in the future are rolled into one cost per hour. It is also important for County Connection to recover the full cost for expanded service and to increase the fare reimbursement amount to account for increased ridership.

Because Sunset Development expressed interest in adding service and bringing AT&T into the program at the start of the year we began negotiations and I developed a proposal that would have increased the annual contract by \$183,492. A summary of that proposal is attached. Just prior to the A&F Committee, Sunset expressed that they were unwilling to increase the cost at this time. County Connection is not in a position to expand service hours to Bishop Ranch without an amendment or revision to the agreement unless an expansion in the peak is matched with a reduction of service on the last trips of the day.

### **Recommendation:**

The Administration and Budget Committee requested that the item be placed on the Board agenda as an information item. It is likely that Sunset Development will desire additional service in the near future.

To: Chris Weeks, Transportation Manager Bishop Ranch  
 From: Anne Muzzini, Director of Planning County Connection

August 29, 2013 Transmitted via email

Chris,

Here's my estimate for a new contract price that:

- Includes the cost of two additional trips at \$90/hr marginal cost (we charged \$81.91/hr in 2011 for the one additional trip). The two new trips will depart WC BART at 7:47am and depart Transit Center at 4:19pm (total hours per day = 3.5)
- Increases the fare reimbursement rate from \$0.43 per passenger to \$0.75 per passenger. Other passengers pay average fare of \$1.52. The Bishop Ranch 2009 fare reimbursement amount was set based upon \$0.75 per passenger however this has been degraded with rapid growth in ridership from Bank of the West employees.
- Assumes that AT&T and PGE will generate additional 50,000 trips a year (Bank of the West bumped ridership by 60,000 trips a year)
- Rolls all the cost into one hourly rate

**New Contract Estimate**

	<b>Current</b>	<b>Plus 2 Trips; 50K pass; \$0.75/pass</b>	<b>Difference</b>
Total 96X & 97X invoice	\$415,575	\$495,585	\$80,010
Total Hours	13,486	14,375	
Invoiced per Hour	\$30.82	\$34.48	
Fare Revenue	\$86,664	\$190,146	\$103,482
Total Passengers	203,528	253,528	
Fare Revenue/Passenger	\$0.43	\$0.75	
<b>Total Cost</b>	<b>\$502,239</b>	<b>\$685,731</b>	<b>\$183,492</b>
Cost per Total Hour	\$37.24	\$47.70	
Ave Fare per Pass FY11-12	\$1.52		
Additional (2) 96X trips (3.5 hrs/day x \$90 hr x 254 days)	\$80,010		

To: Board of Directors

Date: October 10, 2013

From: Laramie Bowron, Manager of Planning

Reviewed by:

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## **SUBJECT: Contra Costa Mobility Management Plan – Final Draft**

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### **Background:**

The Contra Costa County Mobility Management Plan had its origins in Measure J, which included in its expenditure plan, transportation funding for seniors and those with disabilities. This was further described as funding for paratransit as well as for the retention of a mobility manager, coordination with non-profit services, and facilitation of countywide travel.

Cindy Dahlgren, a former County Connection Director of Administration and mobility management advocate, volunteered to take a leadership role and applied for funding to study mobility management in Contra Costa County. The project was divided into three phases: inventory existing resources, draft a mobility management plan, and establish a web-enabled transportation database. County Connection was awarded Federal New Freedom funds in FY2008 and FY2009 to manage the first two phases of the project. Contra Costa Transportation Authority (CCTA) subsequently was awarded New Freedom funds in FY2010 to manage the third phase.

Although momentum was lost with Cindy's departure and the economic slow-down, staff issued an RFP for the first two phases of the project in September 2011.

In January 2012, the County Connection entered into an agreement with *Innovative Paradigms* to complete the resource inventory and develop a Mobility Management Plan. Since then, *Innovative Paradigms* has conducted significant outreach including: interviews with transit agencies, human service agencies, and advocates for seniors and the disabled. Additionally, three countywide transportation summits were held and input was received from the public, city and county staff, and the Contra Costa County Paratransit Coordinating Council.

### **What is Mobility Management?**

"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."



Mobility management relates to administering functions associated with the mobility needs of seniors and those with disabilities. These functions can include: travel training, improved ADA eligibility, centralized maintenance, volunteer driver programs, centralized information, technical assistance, etc.

Effective mobility management has been shown to reduce costs and increase service through coordination of existing resources and the establishment of new programs, when necessary, to enhance travel options for these populations.

To implement mobility management in Contra Costa County, the report recommends the establishment of a Mobility Management Oversight Board to be staffed with executives from County Connection, Tri-Delta Transit, WestCAT, AC Transit, Contra Costa Transportation Authority, BART, and three executives representing human service agencies. This Board will guide the formation of a mobility management program and will be responsible for securing funding, hiring a mobility manager, and establishing by-laws and performance standards.

### **Next Steps:**

Ultimately, the plan must be adopted by CCTA as the countywide mobility management plan but, as the recipient of the funds, it must first be adopted by the County Connection Board. Once adopted, it will be forwarded to CCTA for action. The plan has broad support from CCTA, Contra Costa transit operators, and human service agencies. After adoption, CCTA will be responsible for the next implementation steps which will be funded with previously secured New Freedom funds as well as Measure J.

### **Committee Comments:**

The Mobility Management Plan was first presented to the Marketing, Planning, and Legislative Committee at their August 2013 meeting. The Committee requested an additional appendix that contains case studies of other jurisdictions that have implemented Consolidated Transportation Services Agencies to better understand and be able to communicate the roles and benefits of such an agency.

With the additional appendix (Appendix 2), the Mobility Management Plan was presented again in October. The Marketing, Planning, and Legislative Committee supports this plan and recommends its adoption.

### **Recommendation:**

Staff recommends that the Board of Directors adopt the Contra Costa County Mobility Management plan and forward it to the CCTA for adoption as the countywide plan.

### **Financial Implications:**

None

### **Options:**

1. Adopt the plan
2. Adopt the plan with changes
3. Other

**Attachments:**

Contra Costa County Mobility Management Plan – Final Draft

# Contra Costa County Mobility Management Plan Final Draft

October 17, 2013



*County Connection*

# **Contra Costa County Mobility Management Plan**

Final Draft

October 17, 2013

Prepared for

**County Connection**

by

**Innovative Paradigms**

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## EXECUTIVE SUMMARY

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The Central Contra Costa Transit Authority (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 a Mobility Management Oversight 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 listed on the following page:

## Contra Costa Mobility Management Plan

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- Travel training: Create a program to teach bus riding skills on all county transit systems.
- 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 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 a 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 the 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. 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 including: 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 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 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 result 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” 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 framework was necessary to deliver the creative service options that are needed. 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 that 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 is no central focal point for coordination, implementation, and enhancement of transportation options for these special needs populations. 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

---

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 service 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 County that 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 these elements been referred to as mobility management. Federal coordination requirements are now placing renewed emphasis on 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 strategies of service coordination through the use of CTSA's:

- Cost savings through combined purchasing of necessary equipment.
- Adequate training of drivers to insure the safe operation of vehicles. Proper driver training to promote lower insurance costs and encourage use of the service.
- Centralized dispatching of vehicles to efficiently utilize rolling stock.
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible.
- Centralized administration of various social service transportation programs to eliminate duplicative and costly administrative functions. 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. This 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 programs embodied in the federal legislation that provides funding for mobility management projects. 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.

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 way 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 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 CTSA's 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.

An 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 the use of funds, acquiring capital assets (e.g. vehicles, computer equipment, etc.), and buying fuel and electricity for vehicles (e.g. joint fuel purchase). Service delivery can range from: coordinating a volunteer driver program to managing a travel training program for fixed-route service and can include the 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 CTSA's 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 public agency, including a city, county, 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.
- 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.
- A private entity operating under a franchise or license.
- A non-profit 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.

- Single Purpose Non-profit Agency: In California there are limited examples of non-profit agencies that have been designated as a CTSA that provide a wide range of transportation programs and services. Noteworthy examples of existing non-profit CTSA's 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. Among the provisions associated with this re-designation was an agreement that Outreach would not submit a claim for TDA Article 4.5 funds. 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.

- Multi-Purpose Non-profit Agency: There are examples in California where a multi-purpose non-profit agency has been designated the CTSA. This is typically a situation where a strong non-profit 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 non-profit organizations that have created major transportation programs under an umbrella that includes nutrition services, housing programs, food banks, and other common human service functions.
- 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's. 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.
- 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 Joint Powers Authority (JPA) agencies. It is typically in smaller counties that the transit agency has been designated. Examples of transit agencies that are



CTSAs 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 continues to evolve to meet the needs of the communities they serve. Non-profit organizations have typically been the most successful CTSA model for a number of specific reasons. These include:

- **Specific Mission:** Non-profit CTSAs have 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 a mass transit mission.
- **Entrepreneurial style:** Non-profit CTSAs have often been created by transportation professionals seeking to apply creative approaches to the hard to serve needs of special population groups.
- **Flexibility:** Non-profit CTSAs typically have more flexibility to create and operate new programs than governmental agencies.
- **Applicable laws:** Non-profit corporations are subject to different laws than public agencies such as labor laws. This fact can provide more latitude to structure services with unique operating characteristics than most public agencies.
- **Access to funds:** Non-profit corporations may be eligible for funds that are not available to other organizations. Such funds may contribute to fulfilling the mission of the agency. An example would include the priority given to non-profit corporations applying for FTA Section 5310 funds.

### ***Legal Setting***

The legal basis for establishing and managing CTSAs 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 CTSAs. 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 and
- State Transit Assistance Fund (STA): derived from the statewide sale tax on gasoline and diesel fuel.

The portion of the TDA creating CTSA states 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 CTSA, 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” and has retained designation to this day.

The oversight of claimants for TDA funds including CTSA are subject to two audits. The first is an annual fiscal audit that must be submitted within 180 days of the close of each fiscal year and 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 non-profit corporation. The governing structure may vary substantially among non-profit corporations. Many traditional charitable non-profit 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 non-profit 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 non-profit 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.

Valley Transportation Services (VTrans) in San Bernardino County was created in 2010 to serve as the CTSA for the San Bernardino urbanized area. The Bylaws of this newly created non-profit agency specified that its Board of Directors be appointed by San Bernardino Associated Governments (SANBAG), Omnitrans (the public transit agency), and by San Bernardino County. This publicly appointed governing board structure reflected the importance of oversight in a case where large amounts of public funding are made available to a non-profit agency. VTrans, as the designated CTSA, is eligible to receive an allocation of local sales tax Measure I for transportation purposes.

An effective and functional Board of Directors for a new non-profit 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 Oversight Board recommended as a key implementation step.

### ***Phased Implementation: Sample Consolidated Transportation Service Agency Operating Budget***

Various phases will be necessary to achieve full implementation of a CTSA in Contra Costa County. Each phase in the process will have its own budget. This will allow for clear delineation of the costs of each phase. The first phase is preparatory to establishing an operational CTSA. It consists of the formation of an Oversight Board to guide development of the CTSA concept, establish its legal framework, determine a governance structure, and make final budget and operating decisions. The Oversight Board phase of the project is proposed to be funded by two sources: 1) funds remaining on the Innovative Paradigms Mobility Management planning contract and, 2) reallocation of New Freedom funds that had been granted to the Contra Costa

Transportation Authority for phase 3 of initial planning process. In combination, these funding sources provide adequate funding for formation functions.

Once the functions to be performed by a new CTSA are determined, a budget for the early operation of the organization can be developed. The budget will depend on 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 that eventually lead 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.

Contra Costa Mobility Management Plan

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**CTSA Formation Budget**

[Estimated formation expense; approximately 6 months]

COST CATEGORY	Cost Estimate	Notes
<b>Professional Services</b>		
Management Consulting	\$75,000	Temporary management Legal: document prep, filing Tax filings; accounting setup
Legal Services	\$40,000	
Accounting Services	\$40,000	
<b>Temporary Operating Expenses</b>		
Office space	\$0	Possibly donated by agency? Materials; travel; Bd expense Incorporation, etc.
Misc. office expense	\$10,000	
Filing fees; etc	\$2,000	
<b>TOTAL OPERATING EXPENSES</b>	<b>\$167,000</b>	
<b>FUNDING SOURCES (existing)</b>		
Innovative Paradigms Contract	\$20,000	
New Freedom Grant (CCTA)	\$147,000	
<b>TOTAL FUNDING SOURCES</b>	<b>\$167,000</b>	

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**CTSA Operating Budget: New Nonprofit Corporation**

<b>COST CATEGORY</b>	<b>Cost Estimate</b>	<b>Notes</b>
<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 sq ft @\$3 / sq ft
Utilities	\$5,400	\$450 / mo
Professional Services	\$35,000	legal; accounting
Phone	\$3,600	\$300 / mo
Supplies	\$3,600	\$300 / mo
Insurance	\$3,000	\$3,000/ yr
Travel	\$1,000	\$1,000 / yr
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
<i>Reserve</i>		
<b>TOTAL OPERATING EXPENSES</b>	<b>\$324,600</b>	
<b>FUNDING SOURCES (potential)</b>		
MTC Grant	\$205,000	
Other	\$120,000	
<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.
- Tri-Delta Transit operates a "Transit Orientation Class" four times per year to familiarize individuals with the fixed-route transit system. The agency also offers one-on-one travel training upon request. Coordination with high schools that offer travel training is also done by Tri-Delta.
- 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 for transit agencies. 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, and 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.

#### Telephone Based Eligibility

Some agencies rely 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. Such assessments can be conducted at an applicant's home or other designated site. Eligibility outcomes are relatively similar to those of in-person assessments, though the ability to apply eligibility conditions is arguably more challenging.

#### Web-Based Eligibility

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 include:

- 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.



### 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 ability to ride the bus, access bus stops, 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.
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, 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 available to CTSA's 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 is 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 of this program to transit operators.

- 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 savings for moving trips off ADA service are 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. An annual savings of \$1,857,900 resulted.

A dramatic result of agency trip programs is the quality of service that riders experience. Using an agency trip model, the riders are generally transported by 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 make it 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.

The beneficial features of a coordinated maintenance program are 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 having 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:

- **Shuttle Model:** In a volunteer shuttle operation, the driver is a volunteer but does not provide transportation with their personal vehicle. Instead, 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. Volunteer driver shuttles are often a curb-to-curb, shared-ride service that transport riders to common locations. Many shuttle programs require advance reservations, eligibility criteria (such as age), and a 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.

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

- 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-based 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 by 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 one of many forming a complete mobility management program. There are two primary call center functions: providing simple information referral and more sophisticated trip planning services.

The simplest call center is a referral service. In this case a caller would be asked questions by the call taker and referred to the appropriate agency.

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 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) provides seniors 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 these special needs populations.

There are several alternative 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 a source of “expert” information for 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.
- 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 would 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 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, 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, and development of a more highly trained staff.

### **Grant Writing**

CTSAs have the potential to significantly impact available transportation services within their geographic 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, mentoring local agencies, and physically 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:

- Compliance with grant reporting requirements,
- Development of recordkeeping systems,
- Data collection techniques,
- Understanding of sub-recipient agreements in FTA grants, and
- 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 difficulty 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:

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

## 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 around 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 the 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 occurring. The planning process identified that a major impediment to action is 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 non-profit 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 County Connection. As the sponsor of the planning process, County Connection is the first level of approval of the Plan and its recommendations. The County Connection Board should consider the implications of the Plan and adopt it both as the sponsoring agency and also as one of the key implementing agencies in the County. Concurrence of the other transit operators particularly WestCAT and Tri-Delta Transit should be sought to demonstrate the support of the transit community for the Plan. Their support will strengthen subsequent steps in the implementation process. It will also give the Transportation Authority what it needs to move the process forward. In adopting the Plan, County Connection should also officially forward the Plan on to the Contra Costa Transportation Authority (CCTA) as the countywide agency best suited to manage Phase II of the implementation process.

## ***Phase II: Formation of a Mobility Management Oversight Board***

An Oversight Board of critical agency representatives is the appropriate mechanism for Phase II of the process. This Board 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. The Oversight Board is proposed to include: Executive staff from County Connection, Tri-Delta Transit, WestCAT, AC Transit, Contra Costa Transportation Authority, BART, and three executives representing human service agencies.

As a tool for use in guiding the efforts of the Mobility Management Oversight Board, 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.

Mobility Management Oversight Board Structure and Functions

- Oversight Board defines CTSA by-laws, board structure, and performance standards
- Oversight Board serves as advisory body after CTSA has been established
- Oversight Board consists of:
  - Executive staff representative of each of the following agencies:
    - County Connection
    - Tri-Delta Transit
    - WestCAT
    - AC Transit
    - BART
    - Contra Costa Transportation Authority
    - Three human service agencies

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

- Form a CTSA for Contra Costa County approximately twelve (12) months following formation of the Mobility Management Oversight Board.
- Establish a non-profit corporation to serve as the mobility management agency for the County.
- MTC designate the non-profit 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 non-profit 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 enters into a dialog with the transit operators, MTC, and the Transportation Authority regarding allocation of TDA Article 4.5 as defined in statute. Action on this issue would only follow the achievement of consensus regarding this funding source. The most logical allocation of TDA to a new CTSA would follow transfer of trips from the transit operators to services coordinated through the new CTSA.

***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 the implementation of functional programs.

**Implementation Timeline**

**CTSA Implementation Time Line**

(approximate)

<b>Date or Time Period</b>	<b>Activity</b>
Obtain Transit Operator Support	August - October, 2013
CCCTA Board Adoption	October, 2013
Form Oversight Board	September - October, 2013
CCTA Presentation	September - October, 2013
Oversight Board hires Manager	January, 2014
Oversight Board conducts performance review	January, 2015

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# Contra Costa Mobility Management Plan

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## Appendix 1

### Contra Costa Mobility Management Plan Stakeholder Planning Group

Charlie Anderson	WestCAT	510-724-3331	<a href="mailto:charlie@westcat.org">charlie@westcat.org</a>
Christina Atienza	WCCTAC	510-215-3044	<a href="mailto:christinaa@ci.san-pablo.ca.us">christinaa@ci.san-pablo.ca.us</a>
Laramie Bowron	CCCTA	925-680-2048	<a href="mailto:bowron@cccta.org">bowron@cccta.org</a>
Heidi Branson	Tri-Delta Transit	925-754-6622	<a href="mailto:HBranson@eccta.org">HBranson@eccta.org</a>
Mary Bruns	LaMorinda Spirit Van	925-284-5546	<a href="mailto:mbruns@ci.lafayette.ca.us">mbruns@ci.lafayette.ca.us</a>
Sam Casas	City of Richmond	510-621-1258	<a href="mailto:Samuel_Casas@ci.richmond.ca.us">Samuel_Casas@ci.richmond.ca.us</a>
Laura Corona	Regional Center of the East Bay	510-618-7726	<a href="mailto:lcrona@rceb.org">lcrona@rceb.org</a>
Peter Engel	CCCTA	925-256-4741	<a href="mailto:pengel@cccta.net">pengel@cccta.net</a>
Carol Ann McCrary	Contra Costa ARC	925-595-0115	<a href="mailto:cmccrary@arcfcc.org">cmccrary@arcfcc.org</a>
Teri Mountford	City of San Ramon Senior Center	925-973-3271	<a href="mailto:tmountford@sanramon.ca.gov">tmountford@sanramon.ca.gov</a>
Penny Musante	Futures Explored	925-284-3240	<a href="mailto:pennymusante@futures-explored.org">pennymusante@futures-explored.org</a>
Ann Muzzini	CCCTA		<a href="mailto:muzzini@cccta.org">muzzini@cccta.org</a>
Joanna Pallock	WCCTAC	510-215-3053	<a href="mailto:joannap@ci.san-pablo.ca.us">joannap@ci.san-pablo.ca.us</a>
Elaine Clark	Meals on Wheels	925-937-8311 x 122	<a href="mailto:eclark@mowsos.org">eclark@mowsos.org</a>
Kathy Taylor	Meals on Wheels	925-937-8311 x 119	<a href="mailto:ktaylor@mowsos.org">ktaylor@mowsos.org</a>
Debbie Toth	RSNC Mt. Diablo Center for Adult Day Health Care	925-682-6330 x 111	<a href="mailto:dtoth@rsnc-centers.org">dtoth@rsnc-centers.org</a>
John Rodriguez	Contra Costa Developmental Disabilities Council	925-313-6836	<a href="mailto:John.Rodriguez@hdsd.cccounty.us">John.Rodriguez@hdsd.cccounty.us</a>
Elaine Welch	Senior Help Line Services	925-284-6699	<a href="mailto:elaine@seniorhelpline.net">elaine@seniorhelpline.net</a>

## Appendix 2

### CTSA Case Studies

#### Overview

Case studies can be a useful tool in understanding how the experiences of other agencies or communities may offer guidance in a current decision process. Relative to the Contra Costa County Mobility Management Plan, a key underlying concept in implementing creative change in the County is consideration of the formation of a Consolidated Transportation Services Agency (CTSA). The guidelines within the Transportation Development Act (TDA) regarding formation of CTSA's are broad and offer the opportunity for a variety of approaches regarding their formation and operation.

What follows are illustrative case studies defining the approaches taken by other California communities to the formation and operation of CTSA's. Each goes into detail regarding such issues as:

- What approach led to the formation of the CSA? (Single agency application, competitive process, action by a major public agency, etc.)
- What is the governing structure of the CTSA?
- How is the CTSA funded?
- What are examples of the functional programs operated by or funded by the CTSA?

The CTSA's selected for case studies are:

- Paratransit, Inc., Sacramento: This was the first CTSA designated in California and has served as a model for the formation of others. It is a 501(c)3 non-profit corporation.
- Valley Transportation Services (VTrans), San Bernardino: This is among the newest CTSA's in California incorporated in 2010. It is a 501(c)3 non-profit corporation. In less than three years, VTrans has become a major service provider in urbanized San Bernardino County.
- Access Services, Los Angeles: The Los Angeles CTSA, Access Services, was formed in 1994. It also is a 501(c)3 non-profit corporation. It provides a range of services throughout LA County.
- CTSA of Stanislaus County: The CTSA in Stanislaus County was established in 2010. It is somewhat unique in the fact that the operator of the CTSA was chosen through a competitive process.



- Mendocino Transit Authority: This is a Joint Powers Authority transit agency in Mendocino County. This agency serves both as the transit operator and the CTSA. It greatly enhanced its emphasis on human service coordination with the hiring of a Mobility Management Coordinator in recent years.

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## Paratransit, Inc. – Sacramento

### Organization Structure Summary

CTSA Designation: 1981

Organization Type: 501(c) 3 corporation

Board Structure: 9 member board of directors, established through an agreement among governmental jurisdictions

Paratransit, Inc. is a non-profit transportation agency originally incorporated in July, 1978. The agency's incorporation, built on the emerging concept of human service transportation coordination, was an early attempt to demonstrate the potential benefits of service coordination and the centralization of service delivery functions and administration under one organization.

Soon after its incorporation, Paratransit, Inc. served as a model for legislation being authored by the Assembly Transportation Committee to encourage coordination statewide. Assemblyman Walter Ingalls authored Assembly Bill (AB) 120, the Social Service Transportation Improvement Act. This landmark legislation included a provision calling for the designation of a Consolidated Transportation Service Agency (CTSA) in each California county. Paratransit, Inc. was the first such agency designated in California.

### Approach to Formation

Paratransit Inc. applied directly to SACOG (formerly SRAPC) for designation as the CTSA. No other agency at the time approached SACOG and no other agency was considered for designation as the CTSA.

Paratransit was designated the CTSA in the Sacramento area on July 16, 1981. At the same time it was authorized to claim up to the full 5% of TDA funds authorized under the law. The initial CTSA designation was for one year. Later designation periods varied between one and three years with the term typically becoming longer as the community became confident in the performance of the organization. In 1988, the CTSA designation was set without time limitation subject to rescission for performance issues.

Paratransit operates as a non-profit CTSA in a partnership with Sacramento Regional Transit District (RT). The two organizations are well respected in regional decision making in the Sacramento area serving together on the Sacramento Area Council of Governments (SACOG) Technical Coordinating Committee that oversees funding allocations. Paratransit has formal ties to RT on two levels. First, RT has the authority to appoint two members of the Paratransit Board of Directors (see Governance below). Further, Paratransit provides all complementary ADA paratransit service within the RT District under a collaborative agreement with RT. Paratransit's operation of the CTSA in parallel with the ADA service allows for maximum of service through unique agreements with many other community agencies.

### Governing Structure

Paratransit was initially incorporated with a self-selected and appointed Board of Directors. This model is common among human service organizations. The initial Board Members were mostly senior staff (Executive Directors in most cases) of other community organizations in the Sacramento area. These incorporating Directors had worked through the issues surrounding creation of a new single purpose transportation organization and thus supported the concept and direction. Within three years of its incorporation, Paratransit was receiving increasing amounts of local government funding. The major local jurisdictions then chose to institutionalize the governance of the agency through what became known as the Four Party Agreement. Parties to this agreement were the City of Sacramento, County of Sacramento, Sacramento Regional Transit District, and the Sacramento Area Council of Governments (SACOG). This agreement set forth terms concerning Board structure, financial commitments, asset transfers to Paratransit, oversight by the Sacramento Area Council of Governments, etc. The Four Party Agreement served as the structural guide to the CTSA until it was replaced by a new Collaborative Agreement in December, 2012.

The critical provision of the CTSA designation concerned the agency's governing structure. The Four Party Agreement set forth the required Board of Directors makeup and appointing structure. A nine member Board was established to replace the original self-appointing Board. The Board today is made up as follows:

- Two members appointed by the City Council, representative of the general public (non users).
- Two members appointed by the County Board of Supervisors, representative of the general public (non users).
- Two members appointed by the Board of Directors of the Sacramento Regional Transit District.
- One member appointed by SACOG representing any city or county with which Paratransit contracts for service.
- Two members, one appointed by the City Council and one appointed by the County Board of Supervisors, representing the user community.

### CTSA Operating Details

Paratransit, Inc. operates a large array of programs under the mantle of the CTSA. Most are directly related to the objectives for a CTSA outlined in the original AB 120 legislation.

The most noteworthy of the Paratransit CTSA programs is its partner agreements with local community agencies. For many years, Paratransit has refined the concept of shared cost contracting, wherein the partnering organizations each contribute a portion of the cost of service for specific client populations. Working with 8 local agencies today, Paratransit contributes some of the funds it derives from TDA Article 4.5 and the local option sales tax (Measure A) to a funding mix with the agencies. This results in the agencies transporting their own clients at a far lower cost and higher service quality than through the standard ADA paratransit service (which Paratransit, Inc. also operates under contract to Sac RT). This highly successful program has dramatically increased system capacity over what could be funded through the traditional ADA paratransit program. It serves as a cornerstone of Paratransit's CTSA functions.

In addition to partnership agreements with local human service organizations, Paratransit has operated a maintenance program for its own vehicles and for those of other community agencies. Today this operation, dating back 30 years, provides services for over 50 organizations ranging from local non-profit human service agencies to Sacramento State University to private Medicaid transport operators.

For many years, the agency has operated a large travel training program aimed at training individuals, many developmentally disabled, to ride the fixed-route transit service. This program has recently expanded in other regions including Spokane, Washington, San Joaquin and Santa Clara Counties in California, and Honolulu, Hawaii. Over the years this program has trained thousands of individuals to ride the bus, thus saving an enormous expenditure on ADA paratransit service.

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## Valley Transportation Services (VTrans) – San Bernardino

### Organization Structure Summary

CTSA Designation: 2010

Organization Type: 501(c) 3 corporation

Board Structure: 7 member board of directors, specified in Corporate Bylaws

Valley Transportation Services (VTrans) is among the newest CTSA's in California. It was designated as the CTSA by the San Bernardino Transportation Commission (SANBAG) in September, 2010.

### Approach to Formation

The concept of a CTSA had been included in the San Bernardino County local sales tax measure as a recipient of a portion of the tax receipts. Yet at the time of passage of the tax (Measure I) no CTSA existed in the County. To accomplish formation of a CTSA, SANBAG commissioned a study of alternative approaches to a CTSA with the intent that the study would result in a formal recommendation of the appropriate structure of the CTSA for the San Bernardino urbanized area. The study considered all structural options and concluded with the recommendation that a new 501(c)3 corporation be created to be designated as the CTSA. VTrans incorporation was completed in October, 2010.

The provision of the local sales tax measure calls for the allocation of 2% of the tax proceeds to the CTSA. Funding began to accrue in 2009 and was made available to VTrans immediately upon formation. The 2% funding level in the tax measure provides approximately \$2 million per year for VTrans operations. These local funds have been used very successfully to date as local match to leverage federal funds (see CTSA Operating Details below).

### Governing Structure

The VTrans Bylaws specify its governing structure. The structure is dictated in part by the large amount of public funding received by the agency and also by the intent to involve the major governmental organizations in its governance. The Board of Directors of VTrans consists of the following:

- Three appointed by San Bernardino Associated Governments (must be representative of the San Bernardino Valley)
- Two appointed by San Bernardino County Board of Supervisors (must be representative of the San Bernardino Valley area)
- Two appointed by Omnitrans – must be representative of designated population

Both SANBAG and San Bernardino County have chosen to appoint members from the community. In certain cases, these have been former elected officials from the area. Omnitrans has chosen to appoint two members of its own Board of Directors. The Omnitrans Board is made up entirely of elected officials of the represented jurisdictions. Thus its appointees are elected officials. Also included in the Bylaws is the right of SANBAG to appoint an ex-officio member. It has chosen to appoint a senior transportation executive to this post. The original corporate Bylaws did not provide for staggered terms for Board Members. This has since been corrected. Board terms are three years with a limit of two consecutive terms.

### CTSA Operating Details

VTrans was interested in beginning operation very quickly following formation. In order to do so, the agency retained a very experienced CTSA executive on a contract basis to serve as its initial Executive Director. That individual was vested with full authority to manage the startup of the agency including money management, hiring authority, etc. Early startup steps included the selection of office space, full office setup, establishment of the accounting system, development of operating policies, and negotiation of initial operating agreements. The final step in the contract called for the Executive Director to guide the selection process for a permanent Chief Executive Officer. That permanent CEO took over in January, 2011.

Among the initial operational steps undertaken by the new agency were the application for federal funds to create a new travel training program and the formation of partner agreements with human service agencies to serve as transportation providers for agency clients. These newly created services took passenger trips off of the ADA paratransit system and onto a service with agency vehicles and drivers. Initial response was overwhelmingly positive regarding both service quality and cost savings.

VTrans has gone on to establish a volunteer driver program, partner on a grant applications, and expand agency trip participation by bringing in additional operating agencies. VTrans is presently in the final stages of creating a maintenance program for human service agencies in the San Bernardino area by opening its own facility staffed with agency employees.

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## Access Services (ASI) – Los Angeles

### Organization Structure Summary

CTSA Designation: 1994

Organization Type: 501(c)3 corporation

Board Structure: 9 member board of directors

### Approach to Formation

In 1990, the Los Angeles County Transportation Commission (LACTC) adopted an Action Plan and established a CTSA to begin coordination of Social Services transportation. The adopted plan called for the CTSA to implement and operate an information and referral service for social services transportation as well as provide technical assistance and training to local service providers. In 1991, in response to the mandates of the Americans with Disabilities Act (ADA), the mission of the CTSA was expanded to include the implementation of a regional ADA paratransit system for the Los Angeles County region.

In 1994, shortly after its formation, the successor to the LACTC, the Los Angeles County Metropolitan Transportation Authority (LACMTA) determined that the mission of the CTSA could best be fulfilled if the CTSA were a stand-alone independent agency. From this action, Access Services was established and designated as the CTSA for Los Angeles County per California Government Code Article 7, Section 6680.

### Agency Structure and Functions

Access Services Incorporated (ASI) was established in 1994 and was designated as the Consolidated Transportation Services Agency (CTSA) for Los Angeles County by LACMTA (Metro). ASI is a public non-profit corporation and as the CTSA, administers the Los Angeles County Coordinated Paratransit Plan on behalf of the County's 43 public bus and rail operators. ASI facilitates the provision of complementary ADA paratransit services under the name "Access Paratransit."

In its role as Access Paratransit, ASI enters into and administers federally funded regional contracts with independent private transit providers. The agency also leases vehicles to the regional providers at \$1 per month to help facilitate the provision of service under the contracts. In total, the Access Paratransit system provides more than 2.3 million rides per year to more than 74,000 qualified disabled riders in a service area of over 1,950 square miles. Access Services receives its funding from Proposition C sales tax, Federal 5310 grants, and fare box revenue.

As the designated CTSA in Los Angeles County, ASI is in charge of the development and implementation of regional coordination of social service transportation to seniors, persons with disabilities, youth, and the low-income populations.

ASI operates as the ADA provider offering complementary service to the fixed-route operations of LACMTA and local municipal operators. Its governing structure is separate from that of LACMTA but provides for the transit agency to appoint one of its Board members.

### Governing Structure

ASI is governed by a nine-member board of directors with one appointment by each of the following.

1. Los Angeles County Board of Supervisors
2. City Selection Committee's Corridor Transportation Representatives
3. Mayor of the City of Los Angeles
4. Los Angeles County municipal fixed-route operators
5. Los Angeles County local fixed-route operators
6. Los Angeles County Commission on Disabilities
7. Coalition of Los Angeles County Independent Living Centers
8. Los Angeles County Metropolitan Transportation Authority
9. Alternating appointment by the municipal and local fixed-route operators

### CTSA Operating Details

Access Services performs a variety of functions as the CTSA. In 2009, ASI will sponsor over a dozen workshops in conjunction with Caltrans, CalACT, the

National Transit Institute, and other organizations. These professional development opportunities are available to public and non-profit agencies providing specialized transportation in Los Angeles County and their employees/affiliates (private sector applicants). Most of these programs are low or no cost and are subsidized by Access Services CTSA program.

In addition to training and education, ASI provides brokerage services, technical assistance, joint procurement, and travel training under the auspices of the CTSA.

For FY 2009-2010, the CTSA portion of the ASI Budget is projected to be \$223,103, which represents 0.24% of the agency's total operating costs of \$92,350,473.

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***Consolidated  
Transportation Services  
Agency of the Stanislaus  
Region***

**Consolidated Transportation Services Agency of the Stanislaus Region**

Organization Structure Summary

CTSA Designation: 2010  
Organization Type: 501(c)3 corporation  
Organizational Approach: Contract with Paratransit, Inc. to serve as CTSA

Approach to Formation

A comprehensive Stanislaus County Transit Needs Assessment was prepared in 2009. This study identified a number of transportation service gaps in the County and recommended formation of a CTSA to address the variety of identified needs. The Stanislaus County Council of Governments (StanCOG) sponsored the study and directed implementation. StanCOG chose to create a CTSA and prepared a Request for Proposals (RFP) defining the responsibilities of the CTSA and openly solicited proposals for this service. This is a unique approach to the selection of an agency to serve as a CTSA.

Proposals were received by two agencies to serve as the Stanislaus County CTSA. One was submitted by Catholic Charities of Stanislaus County. This local non-profit agency operated a small volunteer driver program in the county in addition to other human service functions. The other proposal to serve as the CTSA was submitted by Paratransit, Inc. of Sacramento. This large non-profit corporation (see case study above) already served as the CTSA in Sacramento County and had more than 30 years of experience as a CTSA operating agency. StanCOG chose to designate Paratransit Inc. as the CTSA for Stanislaus County. StanCOG entered into a three year contract with Paratransit with two option years. A separate Resolution was also adopted designating Paratransit as the CTSA for Stanislaus County.

### Stanislaus Governing Structure

Paratransit Inc. is a Sacramento based corporation that does business throughout California and a number of other States. It has served as the CTSA in Sacramento County since 1981. Technically, the Stanislaus CTSA is governed by the Board of Directors of Paratransit, Inc.

To ensure local participation in governance, an advisory committee to StanCOG was established specifically to oversee the CTSA. This Mobility Advisory Committee (MAC) meets on a periodic basis to review operations and outcomes of the CTSA.

### CTSA Operating Details

The Stanislaus CTSA has no dedicated funding source. Instead, the CTSA claims TDA funds under Article 4.5 as provided for in the law. The amount of funding that is claimed each year is negotiated among the transit operators and through a review of program objectives with StanCOG. The expectation of the CTSA as it was formed was that it would use the local TDA allocation to leverage federal funds to operate agency programs. Within the first year of existence, the CTSA successfully sought Federal JARC and New Freedom funds to support operations. Because of the 80% federal share of these programs as mobility management projects, the CTSA was able to lever an initial \$100,000 TDA allocation into a \$400,000 budget in its first year. TDA allocations in subsequent years have increased along with additional successful grant applications.

The Needs Study that led to the formation of the CTSA established priority programs for implementation. These specifically included a volunteer driver program to provide door-through-door service beyond ADA requirements and a travel training program to operate for all 5 transit operators throughout the County. Both programs were created within the first year of operation. The CTSA presently has a full time staff of three. These employees of the CTSA perform travel training and manage an expanding volunteer program. In addition, the CTSA staff provides technical assistance to StanCOG and other County agencies regarding transportation issues and programs.



## Mendocino Transit Authority

### Organization Structure Summary

CTSA Designation: 1981

Organization Type: Joint Powers Authority: Transit Authority

Board Structure: 7 member board of directors as set forth in the JPA

The Mendocino Transit Authority (MTA) is a Joint Powers Agency created in 1975 to provide transportation services within Mendocino County. The agency was designated as the CTSA for Mendocino County in 1981 by the Mendocino Council of Governments (MCOG).

The designation was accomplished through the use of a Minute Order by the COG and has been in effect since 1981. MTA has not had to re-apply in order to maintain its status as CTSA.

### Mendocino Transit Authority Governing Structure

The MTA Board has seven appointed members.

- 3 appointed by the County Board of Supervisors
- 1 appointed by the City of Ukiah
- 1 appointed by the City of Point Arena
- 1 appointed by the City of Willits
- 1 appointed by the City of Fort Bragg

Membership on the JPA does not require a board member to be an elected official. Currently, about half of the membership consists of elected officials.

### CTSA Operating Details

The Mendocino Transit Authority has substantially enhanced its efforts to provide a range of mobility management services in recent years. The hiring of a Mobility Management Coordinator was a major step in this development for the Authority.

To: Board of Directors

Date: October 10, 2013

From: Anne Muzzini, Director of Planning & Marketing

Reviewed by:

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**Subject: Alamo Creek T-1 Agreement for Service**

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**Summary of Issues:**

The Operations and Scheduling Committee discussed developing a proposal for the County to operate flexible service within the Alamo Creek T-1 area. Staff developed a proposal based on the parameters discussed and has since met with County staff to refine the terms of an agreement.

The service envisioned is demand response for individuals traveling to and from the Alamo Creek T-1. County Connection would operate as a contractor to the County and all costs would be covered by the fees collected from homeowners. The service would not have a fare as the residents are paying 100% of the operating cost. We would run the service with one van and trips would be dispatched by First Transit. Hours of operation would be from 6am to 10am and from 3pm to 7pm. The term of the agreement will be one year. During this time the County will be able to determine the success of the program.

The service will be open to the general public as long as the trip originates or ends within the Alamo Creek T-1 area. The service area has been defined as a 1.5 mile corridor along Camino Tassajara between Alamo Creek T-1 and Highway 680; and along Highway 680 to Walnut Creek and Dublin BART stations. Because it is difficult to fulfill demand going in opposite directions (Dublin and Walnut Creek), initially, priority will be given to the Walnut Creek BART station corridor. The service will be configured to reflect demand.

The draft agreement attached is being reviewed by the County attorney.

**Recommendation:**

The O&S committee recommends that the Board authorize the General Manager to enter into an agreement with the County for a one van dial a ride that serves the Alamo Creek T-1 conditional upon the attorney's approval of form.

TRANSPORTATION SERVICE AGREEMENT  
County Service Area (CSA) T-1 Project

TRANSPORTATION SERVICE AGREEMENT  
County Service Area (CSA) T-1 Project

This TRANSPORTATION SERVICE AGREEMENT (Agreement) is entered into effective this \_\_\_\_ day of \_\_\_\_\_, 2013, between the CENTRAL CONTRA COSTA TRANSIT AUTHORITY (“CCCTA”), a joint exercise of powers entity created, existing and in good standing under California Government Code Sections 6500, *et seq.*, and the COUNTY OF CONTRA COSTA, a political subdivision of the State of California (“County”).

RECITALS

THE PARTIES ENTER THIS AGREEMENT on the basis of the following facts, understandings and intentions:

A. The County Service Area (CSA) T-1 was formed on March 24, 2006 as a dependent special district of the County. The CSA was formed for the purpose of financing extended public transit services for the residents within the CSA T-1 boundaries (see attachment 1 for the map of CSA T-1).

B. The County wishes to implement a demand responsive, flexible “CSA T-1 Free Shuttle” in order to serve and benefit the residents of CSA T-1 properties by funding the transit fares for the shuttle service with the funds collected from the residents within the CSA T-1 boundaries.

C. CCCTA has determined that it is in the public interest and within the scope of CCCTA’s powers to provide public transit services, specifically the proposed “CSA T-1 Free Shuttle,” and is willing to operate this service as a one-year demonstration project provided that all costs will be paid by County.

D. The County desires to give CCCTA full operational and managerial discretion consistent with the terms of this Agreement and applicable law over the means of providing the public transportation services contemplated by this Agreement.



NOW, THEREFORE, in consideration of the mutual covenants and promises of the parties, the parties agree as follows:

1. Term. The term of this Agreement shall begin January 1, 2014 and remain in effect until December 31, 2015, unless earlier terminated by either party as provided for in Section 16. No later than \_\_\_\_\_ days before expiration of the Agreement, the parties will meet to review the effectiveness of this demonstration project and to determine the future continuation of service.

2. CSA T-1 Free Shuttle. CCCTA agrees to operate public transit as follows (the "CSA T-1 Free Shuttle"):

a. The free shuttle will operate weekday from 6 a.m. to 10 a.m. and 3 p.m. to 7 p.m in the service corridors between CSA T-1 properties to the Walnut Creek BART station and the Dublin/Pleasanton BART station [Show service corridors on Attachment 1].

b. During the peak periods (from 6 a.m. to 9 a.m. and 4 p.m. to 7 p.m.), the shuttle stops are only within CSA T-1 boundaries, Walnut Creek Bay Area Rapid Transit (BART) station, Bishop Ranch, Dublin/Pleasanton BART station, and Sycamore Valley Road Park and Ride lot. It is difficult for a single shuttle to travel to and from CSA T-1 properties to Walnut Creek BART station and CSA T-1 properties to Dublin/Pleasanton BART station within a single peak period. Initially, the priority will be to provide service from the CSA T-1 properties to Walnut Creek BART station corridor. CCCTA will monitor the demand and make the necessary adjustments based on demand.

c. During the off-peak periods (from 9 a.m. to 10 a.m. and 3 p.m. and 4 p.m.) service, the shuttle may stop at other locations within a 1.5 miles corridor along Camino Tassajara and I-680. These other locations can include, but are not limited to, government buildings, medical facilities, recreation destinations, shopping centers, work, etc. To be eligible, these locations will have to be at locations that allow the shuttle driver to complete these trips within the off-peak periods.

d. The CSA T-1 Free Shuttle will be a demand responsive, flexible public transit service for travel from or to CSA T-1 properties that is open to the public. The exact routes will be determined by demand. Riders must be traveling from or to CSA T-1 properties. Riders will contact CCCTA to request and reserve service at least \_\_\_\_ hours in advance. Based on the demand, CCTA will determine the most efficient route.

3. Marketing. CCCTA will develop a marketing plan for the CSA T-1 Free Shuttle Service. CCCTA will create a direct mail flyer to CSA T-1 residents describing the CSA T-1 Free Shuttle. Prior to finalizing and mailing the direct mail flyer, CCCTA will submit a draft to the County for approval. County will respond back with any comments within 30 days. An initial kick-off may include incentives, such as gift cards, for those willing to try the services. CCCTA will also market this service on their website.

4. Compensation. In consideration for providing the CSA T-1 Free Shuttle, County agrees to pay CCCTA \$159,000 a year, consisting of \$156,000 for shuttle services and \$3,000 for marketing. The \$156,000 for shuttle services is based on 10 hours per weekday for 260 weekdays at \$60 per hour. The 10 hours per weekday is based on 8 hours of service time plus 2 hours of deadhead. The deadhead is for bus travel to or from the CCCTA garage and a terminus point where the CSA T-1 Free Shuttle begins or ends.

5. Holidays. Service will not operate on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day or Christmas Day.

6. Buses

a. *Maintenance*. CCCTA shall provide, or cause to be provided, at its sole discretion, buses in good condition and repair for the performance of the services contemplated by this Agreement. CCCTA shall service and perform preventative maintenance on the buses pursuant to its standard operating policies. Buses shall be neat and clean.

b. *Accessibility*. All vehicles provided for service under this Agreement shall be fully accessible to persons with disabilities as required under the Americans With Disabilities Act (ADA) of 1990.

7. Drivers. CCCTA shall provide the number of drivers necessary to perform the services required under this Agreement. CCCTA shall require that the drivers have training consistent with, and experience similar to, drivers of similar CCCTA routes. Drivers shall hold valid California Class B motor vehicle licenses.

8. Manner of Payment. The County agrees to compensate CCCTA for the CSA T-1 Free Shuttle as outlined in Section 2 on a monthly basis in twelve equal installments. CCCTA shall invoice County on a monthly basis for amounts due. County shall pay the amounts due within 45 days of receipt of CCCTA's invoice.

9. Fare Structure. This will be a free shuttle service that is open to the public for travel to and from the CSA T-1 properties.

10. Monitoring Performance. CCCTA will monitor the performance of the CSA T-1 Free Shuttle monthly and meet with the County as needed to review and consider possible modifications to the CSA T-1 Free Shuttle, if appropriate. On the 15<sup>th</sup> of each month, CCCTA will submit the following data from the prior month:

- a. Total passengers per run per day
- b. Ridership by destination
- c. Available seats
- d. Operation cost
- e. Vehicle service hours (VSH)
- f. Vehicle service miles (VSM)

11. Compliance with Laws. CCCTA shall comply with all laws, regulations and orders of any federal, state, county, regional or municipal authority applicable to the service.

12. Indemnification and Hold Harmless. CCCTA shall indemnify and hold harmless the County, its officers, agents or employees against any and all liability, losses, damages or expenses for injury to or death of any person, or damage to or loss of property, including but not limited to the County's property, to the extent caused by the negligent acts or omissions or willful misconduct of CCCTA or its agents or employees in providing the transportation services described in this Agreement. This provision shall not apply to the extent that such losses, liabilities, damages, expenses or claims are caused by the negligence or willful misconduct of the County or its officers, agents or employees. This provision shall survive termination of this Agreement.

13. Independent Contractor. In performing under this Agreement, CCCTA shall act at all times as an independent contractor. Nothing contained herein shall be construed or applied so as to create the relationship of principal and agent, or of employer and employee, between the County and CCCTA or its agents or employees.

14. Notices. All required or permitted payments, reports, demands and notices may be sent by ordinary mail. Notices that are mailed shall be deemed delivered two (2) business

days after deposited in the mail. Notices may be personally delivered and shall be deemed delivered at the time delivered to the appropriate address set forth below. Until notified otherwise in writing, CCCTA shall send or deliver all such communications relating to this Agreement to the following address:

Contra Costa County Public Works Department  
255 Glacier Drive  
Martinez, CA 94553  
Attention: Jason Chen, Associate Civil Engineer

And, the County shall send all such communications to the following address:

Central Contra Costa Transit Authority  
2477 Arnold Industrial Way  
Concord, CA 94520  
Attention: Anne Muzzini, Director of Planning and Technical Services

15. Records and Audit of Financial Records: CCCTA shall maintain true and complete records in connection with the service and all transactions related thereto, and shall retain all such records for at least thirty-six (36) months after the end of the calendar year in which the service is performed. The County may from time to time and at any time during the foregoing period of record retention make an audit of all records of CCCTA relating to the service; but only for the purpose of assessing the accuracy of reports or information received from CCCTA.

16. Termination of Agreement. Either party may terminate this Agreement by giving written notice of termination to the other, which shall specify the effective date of termination. The notice of termination shall be given at least 30 days before its effective date. Upon termination, CCCTA shall submit a written closing statement to the County for all amounts due from the County for services provided up to the effective date of termination. County shall pay said account within 45 days of receipt of the closing statement. As of the effective date of termination, CCCTA shall be released from any obligations under this Agreement to provide the CSA T-1 Free Shuttles.

17. No Third Party Beneficiaries. This Agreement is not for the benefit of any person or entity other than the parties, and shall not be construed to confer any rights to third parties.

18. No Assignment. Neither party may assign any rights or transfer any obligations under this Agreement without the prior written consent of the other party.

19. Entire Agreement. This Agreement is the entire agreement of this matter between the parties and supersedes all prior negotiations and understandings with respect thereto, including the 2006 Agreement. CCCTA and the County each acknowledges that it has not relied upon any promise, representation or warranty not expressly set forth in this Agreement in executing this Agreement. If any provision of this Agreement is void or otherwise unenforceable, the remainder of the Agreement shall continue in full force and effect. Changes affecting the obligations of the parties set forth in this Agreement shall be by written amendment signed by both parties.

20. Severability. Should any part of this Agreement be declared unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect the validity of the remainder of this Agreement, which shall continue in full force and effect; provided that, the remainder of this Agreement can, absent the excised portion, be reasonably interpreted to give effect to the intentions of the parties.

21. Headings. The descriptive headings used in this Agreement are for convenience only and shall not control or affect the meaning or construction of any of its provisions.

22. Time of Essence. Time is of the essence in this Agreement.

23. Waiver. No waiver by either party of any default or breach of any covenant by the other hereunder shall be implied from any omission to take action on account of such default if such default persists or is repeated, and no express waiver shall affect any default other than the default specified in the waiver and then said waiver shall be operative only for the time and to the extent therein stated. Waivers of any covenant, term or condition contained herein shall not be construed as a waiver of any subsequent breach of the same covenant, term or condition. No waiver of any provision under this Agreement shall be effective unless in writing and signed by the waiving party.

24. Attorneys' Fees. In the event either of the parties brings an action or legal proceeding due to an alleged breach of this agreement, the prevailing party shall be entitled to recover reasonable attorneys' fees and costs as determined by a court of competent jurisdiction.

25. Controlling Law. This Agreement and all matters relating to it shall be governed by the laws of the State of California.

26. Authority. All parties executing this Agreement represent and warrant that they are authorized to do so.

IN WITNESS WHEREOF, the parties have hereunto set their hands the date and year first above written.

CENTRAL CONTRA COSTA TRANSIT AUTHORITY

\_\_\_\_\_  
By: Rick Ramacier, General Manager

Date: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_  
By: Madeline Chun, Legal Counsel  
Central Contra Costa Transit Authority

CONTRA COSTA COUNTY PUBLIC WORKS DEPARTMENT

\_\_\_\_\_  
By: Julia R. Bueren, Public Works Director

Date: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_

**RESOLUTION NO. 2014-010**

**CENTRAL CONTRA COSTA TRANSIT AUTHORITY  
BOARD OF DIRECTORS**

\* \* \*

**AUTHORIZING THE GENERAL MANAGER TO ENTER INTO AN AGREEMENT  
WITH CONTRA COSTA COUNTY FOR OPERATION  
OF ALAMO CREEK T-1 TRANSIT SERVICES**

WHEREAS, the County of Contra Costa and the Cities of Clayton, Concord, the Town of Danville, Lafayette, Martinez, the Town of Moraga, Orinda, Pleasant Hill, San Ramon and Walnut Creek (hereinafter “Member Jurisdictions”) have formed the Central Contra Costa Transit Authority (“County Connection”), a joint exercise of powers agency created under California Government Code Section 6500 *et seq.*, for the joint exercise of certain powers to provide coordinated and integrated public transportation services within the area of its Member Jurisdictions; and

WHEREAS, Contra Costa County established a County Service Area (CSA) for the Alamo Creek development hereinafter referred to as the Alamo Creek T-1 for the purpose of funding public transit service for the residents and has been collecting fees for the provision of transit service for the residents; and

WHEREAS, the County wishes to implement a demand responsive, flexible “Alamo Creek T-1 Free Shuttle” in order to serve the residents of the Alamo Creek T-1 properties by contracting with County Connection; and

WHEREAS, County Connection has determined that it is in the public interest and within the scope of their powers to provide the proposed public transit services for the Alamo Creek T-1 area; and

WHEREAS, County Connection is willing to provide service on a one year demonstration basis, provided that the cost of the service, estimated at \$159,000 annually, will be paid by the County ; and

WHEREAS, it is envisioned that all costs to provide the service will be paid by the County using Alamo Creek T-1 fees collected from the residents of the area; and

WHEREAS, the Operations & Scheduling Committee recommends that the Board approve an agreement with the County for the operation of the Alamo Creek T-1 Free Shuttle in accordance with the terms and conditions negotiated and presented by staff;

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Central Contra Costa Transit Authority that the General Manager, or his designee, is hereby authorized to enter into an Agreement with Contra Costa County, in a form approved by Legal Counsel, for the operation of the Alamo Creek T-1 Free Shuttle, substantially based upon the terms and conditions that have been reviewed and presented to the Board.

Regularly passed and adopted this 17th day of October by the following vote:

AYES:  
NOES:  
ABSENT:  
ABSTAIN:

ATTEST: \_\_\_\_\_  
Lathina Hill, Clerk to the Board

\_\_\_\_\_  
Bob Simmons, Chair, Board of Directors