



## BOARD OF DIRECTORS MEETING AGENDA

**Directors:** Josh Chapman (Chair, City of Davis), Dawntè Early (Vice-Chair, City of West Sacramento), Lucas Frerichs (Yolo County), Jesse Loren (City of Winters), Tom Stallard (City of Woodland), Matt Dulcich (UC Davis, ex-officio), Greg Wong (Caltrans, ex-officio)

This Board Meeting will be held in person at the location below. Members of the Board and public who wish to participate remotely may use the zoom link or phone number below.

### IN-PERSON INFORMATION

**Meeting Date:** April 8, 2024  
**Meeting Time:** 6:00 PM  
**Meeting Place:** Yolo County Board of Supervisors, 625 Court Street, Ste 204, Woodland, CA 95695

### ZOOM INFORMATION

**Link:** [https://us06web.zoom.us/j/87969227172?pwd=uZtLwJ9uLFC1Aedi-Y5LrMrgxK-ZYg.B3\\_28oRDmT0rgxlu](https://us06web.zoom.us/j/87969227172?pwd=uZtLwJ9uLFC1Aedi-Y5LrMrgxK-ZYg.B3_28oRDmT0rgxlu)  
**Phone Number:** (253) 205-0468 Passcode 105086  
**Webinar ID:** 879 6922 7172

All participants will be entered into the webinar as attendees.

The YoloTD Board of Directors encourages public participation in its meetings. Members of the public shall be given an opportunity to address the Board of Directors in person, remotely, and/or in writing. For more information on how to provide public comment, please see the section of this agenda entitled “Public Participation Instructions.”

The Board reserves the right to take action on all agendized items at any time during the meeting, except for timed public hearings. Items considered routine or non-controversial are placed on the Consent Calendar. Any Consent Calendar item can be separately addressed and discussed at the request of any member of the YoloTD Board.

Estimated Time	Agenda Item	Informational	Action Item
6:00 PM	1. Determination of Quorum (Voting members: Woodland, Davis, West Sacramento, Winters, Yolo County) (Nonvoting members: Caltrans, UCD)		X
6:05 PM	2. Approve Agenda for April 8, 2024 Meeting		X
6:10 PM	3. Comments from public regarding matters <u>on the consent calendar</u> , or <u>items NOT on the agenda</u> but within the purview of YTD. Please note, the Board is prohibited from discussing items not on the agenda.	X	

**CONSENT CALENDAR**

6:15 PM	4a.	Approve Board Minutes for Regular Meeting of March 11, 2024 ( <i>Cioffi 5-10</i> )		<b>X</b>
	4b.	Approve Resolution 2024-004 to Execute 2024-31 Short Range Transit Plan Consultant Agreement ( <i>Williams 11-91</i> )		<b>X</b>
	4c.	Approve Board Resolution 2024-005 FY 2023-2024 LCTOP Projects ( <i>Williams 92-100</i> )		<b>X</b>
	4d.	Approve Resolution 2024-006 Planning Department Position Reclassification ( <i>Bernstein 101-104</i> )		<b>X</b>
	4e.	Approve Correction to Resolution 2024-006 Authorizing Caltrans Master Agreement and Program Supplement Agreements ( <i>Abbanat 105-106</i> )		<b>X</b>

**REGULAR CALENDAR**

6:20 PM	5.	Presentation on Yolo County Climate Action Plan with Guest Speaker Kristen Wraithwall, Sustainability Manager, County of Yolo ( <i>Abbanat 107</i> )	<b>X</b>	
6:40 PM	6.	Recommendation to align YoloTD Salary Scales with December 2023 Benchmarking Survey Results ( <i>Fadrigo 108-165</i> )		<b>X</b>
7:00 PM	7.	Changes to Personnel Policies to Implement Salary Survey ( <i>Fadrigo 166-220</i> )		<b>X</b>
7:20 PM	8.	Woodland Transit Center Relocation Study: Update ( <i>Abbanat 221-253</i> )		<b>X</b>
7:50 PM	9.	<b>Administrative Reports (<i>Bernstein 254-258</i>)</b> Discussion regarding subjects not specifically listed is limited to clarifying questions. A. Board Members’ Verbal Reports B. Transdev’s Verbal Report C. Executive Director’s Verbal Report D. Yolo 80 Managed Lanes Project Update E. Roof Repair and Mold Remediation Update F. Long-Range Calendar	<b>X</b>	
8:00 PM	10.	Adjournment		<b>X</b>

Unless changed by the YoloTD board, the next meeting of the Board of Directors will be May 13, 2024 at 6:00 pm at location **Yolo County Board of Supervisors, 625 Court Street, Ste 204, Woodland, CA 95695**

I declare under penalty of perjury that the foregoing agenda was posted on or before Friday, April 5, 2024 at the Yolo County Transportation District Office (350 Industrial Way, Woodland, California). Additionally, copies were transmitted electronically to the Woodland, Davis, West Sacramento, and Winters City Halls, as well as to the Clerk of the Board for the County of Yolo.



Heather Cioffi, Clerk to the Board

## **Public Participation Instructions**

Members of the public shall be provided with an opportunity to directly address the Board on items of interest to the public that are within the subject matter jurisdiction of the Board of Directors. Depending on the length of the agenda and number of speakers, the Board Chair reserves the right to limit the time each member of the public is allowed to speak to three minutes or less.

### **IN PERSON:**

Please fill out a speaker card and give it to the Board Clerk if you wish to address the Board. Speaker cards are provided on a table by the entrance to the meeting room.

### **ON ZOOM:**

If you are joining the meeting via Zoom and wish to make a comment on an item, click the "raise hand" button. If you are joining the webinar by phone only, press \*9 to raise your hand. Please wait for the host to announce the comment period has opened and indicate that you wish to make a comment at that time. The Clerk of the Board will notify the Chair, who will call you by name or phone number when it is your turn to comment.

### **IN ADVANCE OF THE MEETING:**

To submit a comment in writing, please email [public-comment@yctd.org](mailto:public-comment@yctd.org). In the body of the email, include the agenda item number and title with your comments. Comments submitted via email during the meeting shall be made part of the record of the meeting but will not be read aloud or otherwise distributed during the meeting. To submit a comment by phone in advance of the meeting, please call 530-402-2819 and leave a voicemail. Please note the agenda item number and title with your comments. All comments received by 4:00 PM on Monday, April 8, 2024 will be provided to the YoloTD Board of Directors in advance.

## **Americans With Disabilities Act Notice**

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact Heather Cioffi, Executive Assistant, for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, to participate in a public meeting should telephone or otherwise contact Heather Cioffi as soon as possible and preferably at least 24 hours prior to the meeting. Heather Cioffi may be reached at telephone number (530) 402-2819, via email at [hcioffi@yctd.org](mailto:hcioffi@yctd.org) or at the following address: 350 Industrial Way, Woodland, CA 95776.

# VISION, VALUES AND PRIORITIES



## Vision Statement

*The vision statement tells us what we intend to become or achieve.*

Provide seamless, sustainable mobility solutions to help Yolo communities thrive.



## Core Values

*A core value describes our individual and organizational behaviors and helps us to live out our vision.*

- We are transparent, inclusive and accountable to the public, stakeholders and partner agencies
- We are committed to addressing inequities and improving outcomes for our most vulnerable communities
- We prioritize environmental sustainability and climate resilience
- We value efficiency, innovation and responsible stewardship of public funds



## District-Wide Priorities

*Priorities align our vision and values with our implementation strategies.*

1. Provide transit service that is faster, more reliable and convenient.
2. Partner with member jurisdictions, community-based organizations and local, regional, state and federal agencies to identify and address the current and evolving mobility needs of Yolo County.
3. Coordinate, plan and fundraise to deliver a full suite of transportation projects and programs.

**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Approve Board Minutes for Regular Meeting of March 11, 2024	<b>Agenda Item#:</b> <b>Agenda Type:</b>	<h1>4a</h1> <h2>Action</h2>	
		<b>Attachments:</b>	<input type="radio"/> Yes <input checked="" type="radio"/> No
<b>Prepared By: H. Cioffi</b>		<b>Meeting Date: April 8, 2024</b>	

**RECOMMENDATION:**

Approve the Minutes for the Regular Meeting of March 11, 2024

**March 11, 2024 BOARD MEETING MINUTES:**

**YOLO TRANSPORTATION DISTRICT  
 BOARD OF DIRECTORS MEETING  
 March 11, 2024  
 Davis City Council Chambers  
 23 Russell Blvd  
 Davis, CA 95616**

Vice Chair Early called the meeting to order at 5:36 pm and requested a roll call to determine the quorum.

Chair Chapman attended the meeting virtually.

The following individuals were in attendance:

Board Member	Jurisdiction	In Attendance	Absent
Josh Chapman (Chair)	City of Davis		X
Dawnte Early (Vice-Chair)	City of West Sacramento	X	
Tom Stallard	City of Woodland	X	
Jesse Loren	City of Winters	X	
Lucas Frerichs	Yolo County	X	
Matt Dulcich (Ex-Officio)	UC Davis	X	
Greg Wong (Ex-Officio)	Caltrans	X	

YoloTD staff in attendance were Executive Director Autumn Bernstein, Clerk to the Board Heather Cioffi, Director of Transit Operations Daisy Romero, Assistant Planner Kassandra Barrientos and Legal Counsel to YoloTD, Kimberly Hood.

Vice Chair Early asked for public comment on closed session item; There were no public comments on closed session.

**Closed Session**

There were no actions to report from the Closed Session.

Vice Chair Early asked for a roll call to determine quorum.

Board Member	Jurisdiction	In Attendance	Absent
Josh Chapman (Chair)	City of Davis	X	
Dawntè Early(Vice-Chair)	City of West Sacramento	X	
Tom Stallard	City of Woodland		X
Jesse Loren	City of Winters	X	
Lucas Frerichs	Yolo County	X	
Matt Dulcich (Ex-Officio)	UC Davis	X	
Greg Wong (Ex-Officio)	Caltrans	X	

**Agenda Items 2 – Approve Agenda for March 11, 2024**

*Item 2 is an action item.*

Vice Chair Early asked for a motion to approve the agenda for March 11, 2024. Director Frerichs made a motion to approve the agenda for March 11, 2024. Director Loren seconded the motion.

	AYES	NOES	ABSENT	ABSTAIN	STATUS OF MOTION
Stallard			X		Motion passed
Early	X				
Chapman	X				
Loren	X				
Frerichs	X				

**Agenda Item 4a, 4b, 4c — Consent Calendar**

*Item 4 is an action item.*

Vice Chair Early asked for public comment; Mr. Hirsch provided public comment.

Vice Chair Early asked for a motion to approve Items Approve Board Minutes for Regular Meeting of February 12, 2024 and 4b FY 23-24 2nd Quarter Financial Status Report and 4c Caltrans Master Agreement, Consent Calendar. Director Frerichs made a motion to approve the agenda for March 11, 2024. Director Loren seconded the motion To approve the Consent Calendar.

Roll Call for Agenda Item 4— Consent Agenda

	AYES	NOES	ABSENT	ABSTAIN	STATUS OF MOTION
Stallard			X		Motion passed
Early	X				
Chapman	X				
Loren	X				
Frerichs	X				

**Agenda Item 5— Approve the Proposed Service Plan for Expansion of Beeline Knights Landing Service to Community of Yolo**

*Item 5 is an action item.*

Ms. Romero gave a presentation on the proposed expansion of the Beeline Knights Landing Service to the community of Yolo. Ms. Romero began with a background of the project. Background included:

- Previously Yolobus operated a route in 217 and provided a lifeline service between Dunnigan, Zamora, Yolo, and Woodland.
- The 217 route ran twice a week, one-morning service and one evening service, and once every other Sunday. This service was not sustainable as the hours were not convenient for riders.
- Due to COVID-19 and low ridership numbers, the 217 route was discontinued.
- In 2024 YoloTD staff began their outreach efforts with community members in the town of Yolo. The goal was to educate the community on what the Beeline service offered and to gain feedback on what the best locations for stops for the proposed expansion would be.

Ms. Romero and Ms. Barrientos reviewed the outreach conducted in the town of Yolo. Feedback during this outreach project included:

- Where would the community prefer the stop to be located at the community? The highest request was a stop at the library.

Ms. Romero reviewed the staff's proposal. This proposal includes adding a zone, the town of Yolo, to the Knights Landing service area. Originally, staff proposed adding 5 stops in the town of Yolo. However, after further review, it was decided that two stops on either side of the town would be more efficient.

The proposed service would include a connection from the town of Yolo to the city of Woodland, but not a connection to the town of Knight's Landing.

Ms. Romero reviewed the impacts of the added stops on the existing Knights Landing Service. This included:

- Staff asked Rideco to create scenarios on the delays that adding the town of Yolo would create for Knight Landing riders.
- The table of the time delays can be found in the staff report.

Ms. Romero reviewed the challenges and next steps. This review included the possibility there may be increased travel and wait times. If the additions to the service are approved, service to the town of Yolo will begin July 1, 2024. Staff will continue to monitor trends and update the board on any needed changes.

Vice Chair Early asked if there were any questions or comments from the board. Questions and comments included:

- How can we continue to collect data from riders in real-time? The answer was there are multiple ways to collect the data. Staff can work with RideCo to create a recurring survey. Currently, riders have an option to rate the trip. There is also a section for comments on the ride.
- How do we measure success? Currently, the staff uses KPI goals that were created at the implementation of the service. Staff can look at the initial thresholds and see if any changes need to be made. YoloTD staff have bi-weekly calls with RideCo to review these goals and rider data. Staff is also monitoring data and feedback daily.
- How did we engage the community in public outreach and was the community engaged? The community was excited to give feedback and have transportation service again.
- How did the staff determine the number of stops? The town of Yolo is small and many of the proposed stops are under 5 minutes' walking distance from each other. Staff determined the best locations would be on the West of town and the East side of town.
- Can the board have a real discussion on the usage of the Beeline service using feedback on how the communities use the service and any changes we can make? The answer was yes, the staff can add this

item to a later agenda.

- Did staff review the potential impacts and interruptions to the current travel time of the Knights Landing Service? The answer was yes.
- How was the determination of running the service on Saturday vs. Sunday? The answer was this decision was made many years ago. Our best recollection is that many community members work six days a week, including on Saturdays, so the best time to run the service is Sundays, which is the common day most residents are running errands.
- Can we ask the community members which day would work best for them? The answer was yes.

Vice Chair Early asked for public comment, and Mr. Hirsch provided public comment.

Ms. Bernstein noted that the board received a public comment regarding this matter via email.

Director Frerichs made a motion to approve the addition of the town of Yolo to the Knight Landing Service. Director Loren seconded the motion.

**Roll Call for Agenda Item 5— Approve the Proposed Service Plan for Expansion of Beeline Knights Landing Service to the Community of Yolo**

	AYES	NOES	ABSENT	ABSTAIN	STATUS OF MOTION
Stallard			X		Motion passed
Early	X				
Chapman	X				
Loren	X				
Frerichs	X				

**Agenda Item 6 — FY 24-25 Workplan and Budget Process**

*Item 6 is a non-action item and is for informational purposes only.*

Ms. Bernstein gave an outline of the budget and workplan process for the 24-25 fiscal year.

Ms. Bernstein reviewed the federal funding services. These funds make up 20-30% of YoloTD’ s budget. These funds can only be spent on transit. Federal Funding requires a local match of 50% for transit operations and 20% for capital projects. One-time COVID recovery funds fall into this category.

State funding comes from CA Transportation Development Act (TDA) and is roughly half of YoloTD’ s budget. These funds serve as the required local match for federal funds in Yolo County.

TDA funds are divided into two types: State Transit Assistance, which are funded by a tax on diesel fuel and can only be used for transit. STA funds make up 10-20% of YoloTD’ s budget.

A second category of state funds, which from the other type of TDA fund is the Local Transportation Fund (LTD) and these are prioritized for transit. These funds are from general sales tax. The LTF can be claimed by jurisdictions for other transportation needs if conditions are met. These funds make up 25-35% of YoloTD’ s budget.

SACOG determines which local transportation projects are eligible for LTF funding. Currently, YoloTD uses 48% of available funding and the remaining 52% are claimed by Yolo County jurisdictions.



Ms. Bernstein reviewed other new/emerging sources of funding YoloTD receives. These sources are listed in the staff report and include.

- California Budget Act of 2023 (SB 125)
- Yolo 80 Project – VMT mitigation plan and future toll revenues.

Ms. Bernstein reviewed the budget process stated in YoloTD bylaws. This review included:

- Mid-March-SACOG issues LTF appointments.
- At the end of April- YoloTD shares the draft budget with local jurisdictions.
- April and May- YoloTD TAC and CAC meet on the proposed budget.
- May-YoloTD Board discusses draft budget.
- By May 30- Jurisdictions request changes in writing.
- By June 30-YoloTD board approves a preliminary budget.
- If needed, by August 30 YoloTD approves the final budget.

Ms. Bernstein reviewed feedback from member jurisdictions. Feedback included:

- Concerns about long-term financial forecast and impacts to LTF revenue.
- City managers should be more directly engaged in the budget process.
- Jurisdictions would like to receive the draft budget as early as possible.

Vice Chair Early asked if the board had any question. Questions included:

- Should the board update the Bylaws to include an annual workplan? The answer was, it is a good idea but ultimately up to the board. Other agencies have it in their Bylaws and it is federally mandated for certain transit agencies to have an annual workplan.
- In 2023, the staff included a 5-year projections, can this be included in the budget moving forward? The idea was yes, staff can continue to include the 5-year projections moving forward.

### **Agenda Item 7 — Administrative Reports**

*Item 7 is a non-action item and is for informational purposes only.*

*Micheal Klein reported that Transdev is still moving forward and on track for recruiting. Transdev is working on keeping classes small in order to make sure the drivers receive the proper training.*

Ms. Bernstein gave her Executive Directors update. This update included:

- There is a detailed monthly report in the board packet about the Yolo 80 project.
- The CTC has posted the agenda for their meeting in March. There is one action item on the CTC agenda regarding the Yolo 80 project.
- The audit is still ongoing. The previous Director of Finance, Leo Levenson, oversaw the transition to a new accounting software. The new Director of Finance, Chas Fadrigio is working with the finance team to research questions the auditors have.
- The auditors also noticed some federal funding was charged to the wrong grant, which is a problem for FTA, and staff is working with the auditors and the FTA to make sure the funds are charged to the correct account.
- YoloTD has added Yolo Commute as a custodial fund this year. The auditors have decided that because YoloTD fiscally sponsors Yolo Commute, YoloTD is now responsible to file Yolo Commutes taxes.
- Staff have begun working on the annual workplan but not the budget as the audit is ongoing.

- The SACOG board will be meeting in Woodland and YoloBus will be providing transportation for a city tour. Brenda Lomeli will be presenting on the Yolo Active Transportation Vision.
- YoloTD's Marketing and Communications Specialist is out on medical leave until the end of April. Intern Nathan Jurgensen will be managing communications needs with support from Daisy Romero and Brian Abbanat.
- Ms. Bernstein and Ms. Fadriago are still working with the consultants on the compensation study and hope to bring it to the board in the next few meetings.
- 

*The meeting was adjourned at 7:30 pm.*

Respectfully submitted:

*Heather Cioffi*

Heather Cioffi, Clerk to the Board

**The recordings of the YoloTD Board of Directors meeting can be viewed on our website at the following link: [Agenda & Minutes - YoloBus](#)**

**BOARD COMMUNICATION: YOLO COUNTY TRANSPORTATION DISTRICT**

**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Approve Resolution 2024-004 to Execute 2024-31 Short Range Transit Plan Consultant Agreement	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>4b</b>  <b>Action</b>
		<b>Attachments:</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
<b>Prepared By: C. Williams</b>		<b>Meeting Date: April 8, 2024</b>

**RECOMMENDATION:**

Approve resolution authorizing the Executive Director to execute an agreement with TMD Associates for an amount not to exceed \$399,952.04 to complete the 2024-2031 YoloTD Short Range Transit Plan (SRTP).

**BACKGROUND:**

An SRTP is a comprehensive document that outlines an agency's strategies, goals, and projects for a horizon typically ranging from five to seven years. It provides a detailed roadmap for the agency's operations, investments, and service improvements within this defined timeframe. The SRTP is a living document, subject to periodic updates and revisions to ensure its relevance in a dynamic transit landscape.

On January 22<sup>nd</sup>, 2024 the YoloTD Board provided feedback on and approved staff's proposed approach to the YoloTD 2024-31 SRTP and to publish a request for proposals (RFP) for consulting services. Board comments included exploring additional funding opportunities to promote expanded service, identify bus rapid transit corridors to implement bus rapid transit service, and identify three funding scenarios that could be implemented based on different market trends.

**Short-Range Transit Plan RFP**

The RFP was drafted with the intent of attracting as many qualified proposers as possible and to encourage proposers to offer unique and innovative solutions to meet YoloTD's goals. To derive the comprehensive scope of work for the YoloTD's 2024-2031 Short Range Transit Plan (SRTP), the agency outlined tasks that align with the evolving needs of Yolo County and its unincorporated cities, including the Yolobus fixed-route, Paratransit, and microtransit services.

Existing Conditions. The existing conditions analysis encompasses a review of existing surveys, financial reports, and planning documents, to facilitate informed decision-making. The existing conditions report will also analyze demographics, ridership and smartphone travel data, as well as an assessment of Yolobus facilities.

Community Engagement. The community engagement task underscores YoloTD's commitment to inclusive planning, with specific attention to relevant federal and state laws and best practices, including FTA

Environmental Justice guidance and Title VI of the Civil Rights Act. Stakeholder interviews, targeted pop-up events, and a virtual survey hosted on the Yolo County Transportation District website are assumed innovative outreach methods to capture diverse community perspectives. The outreach strategy will also include major employment centers, businesses, and non-profits to engage a broad spectrum of stakeholders.

Goals, Objectives, and Performance Standards. The goals, objectives, and performance standards task emphasize YoloTD's drive to align with industry best practices and incorporate feedback from the community. The consideration of environmental justice and equity in service alternatives underscores the agency's commitment to inclusive and socially responsible transit planning.

Service Alternatives. The service alternatives section of the plan will explore opportunities for fixed-route and microtransit optimization, bus rapid transit service, and public right of way improvements (e.g. bus stop & traffic signal improvements). Preventative maintenance, enhanced bicycle integration, and fare structure review are other complementary components.

Service Plan Recommendations. The subsequent service plan recommendations will examine options to enhance ridership, optimize service efficiency and align with contemporary travel patterns. The financial plan's inclusion of multiple scenarios (e.g. "Contraction", "Stasis", and "Expansion" scenarios) will allow YoloTD to adapt to different economic realities within the plan's time horizon.

The SRTP will not only serve as a strategic roadmap but also effectively communicate the agency's vision to the YoloTD Board of Directors, Citizens Advisory Committee, and the broader public.

### **Consultant Selection Process**

After January's Board action, staff published the RFP across a wide range of platforms. A well-attended pre-proposal workshop was held on February 13<sup>th</sup> and proposals were due on March 5<sup>th</sup> at 4:00pm. Staff received three proposals in total, one each from Nelyson/Nygaard, TMD Consulting, and ARUP.

Staff noted at the January meeting coordination on consultant selection with the City of Davis due to parallel timeframes for both agencies' SRTP. Importantly, while the City and YoloTD recognize the value in potentially using the same consulting team, both agencies could exercise full autonomy in selecting the best team for their respective project.

Staff evaluated the SRTP proposals while also consulting with the City of Davis to discuss proposals they received from common consulting teams. Staff ranked the TMD proposal the highest based on their comprehensive approach with creative recommendations that captured the need of providing an updated SRTP and Comprehensive Operational Analysis in a post-COVID remote work environment, while emphasizing the need to electrify our fleet and charging capabilities.

TMD's proposal was responsive to the following scope of work deliverables defined in the RFP:

- Final Draft SRTP with figures, maps, tables, and appendices for additional information
- Internal Draft Service Alternatives analysis for Yolobus
- Microtransit Service Alternatives analysis for Yolobus
- Draft Service Alternatives for each service for Public Review and Incorporation into the SRTP
- A Financial Plan that includes three scenarios: Contraction, Stasis, and Expansion financial forecasts

that reflect possible future service alternatives.

- Capital costs including planning-level analysis of feasibility of and locations for public right-of-way improvements to facilitate public transit including:
  - Bus Stop Improvements. Locations and standards for Shelters, Secure Bike Parking, Lighting, Real-time information (delays, detour announcements, etc.)
  - Route 42A/B Signal Prioritization at W. Capitol Ave (W. Sac), Anderson / Russell Blvd / Fifth Street (Davis), Downtown Sac. Main Street / East Street (Woodland)
- Draft SRTP for public review and presentation at the YoloTD Board of Directors and Citizens Advisory Committee

### **Schedule**

This project expected to be complete within 12 months assuming the agreement is executed in April 2024.

## **BUDGET IMPACTS**

No additional budget impacts. The FY 23/24 budget allocated \$200,000 for this project from a combination of FTA 5307 and Available Fund Balance sources. An additional \$200,000 in SB 125 funds was approved for allocation by the SACOG Board of Directors in December 2023. The final cost of the selected SRTP is \$399,952.04.

### **Attachments**

1. Board Resolution
2. TMD SRTP Proposal

**YOLO TRANSPORTATION DISTRICT**

**RESOLUTION NO. 2024-004**

**RESOLUTION AUTHORIZING THE EXECUTIVE DIRECTOR TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH TRANSPORTATION MANAGEMENT & DESIGN, INC (TMD) FOR THE 2024-2031 SHORT RANGE TRANSPORTATION PLAN (SRTP)**

**WHEREAS**, an SRTP is a comprehensive document that outlines an agency's strategies, goals, and projects for a horizon typically ranging from five to seven years; and

**WHEREAS**, an SRTP provides a detailed roadmap for the agency's operations, investments, and service improvements within this defined timeframe; and

**WHEREAS**, transit agencies are mandated by federal and state legislation to have current SRTPs to receive financial assistance from the Federal Transit Agency (FTA); and

**WHEREAS**, the most recent YoloTD SRTP was developed for the 2014 – 2021 time period; and

**WHEREAS**, on January 22<sup>nd</sup>, 2024 the YoloTD Board approved the Scope of Work for the 2024-2031 Short Range Transportation plan; and

**WHEREAS**, YoloTD staff released an RFP from January 23<sup>rd</sup> – March 5<sup>th</sup> 2024 to solicit consultant requests to update and complete the SRTP; and

**WHEREAS**, through a competitive selection process, YoloTD staff identified TMD as the most qualified consultant team whose proposal met all needs requested within the submitted RFP requirements while aligning with the vision and objectives of YoloTD's future goals for transit planning and service operations; and

**WHEREAS**, Yolo Transportation District has budgeted \$400,000 for an SRTP for the 2023-2024 fiscal year using \$200,000 as a carryover from federal funds, and \$200,000 as funding tied to SB-125;

**NOW, THEREFORE, IT IS HEREBY RESOLVED, ORDERED, AND FOUND** by the Board of Directors of the Yolo Transportation District, County of Yolo, State of California authorizes the Executive Director to:

1. Execute a professional services agreement for an amount not to exceed \$399,952.04 for the 2024-2031 YoloTD Short Range Transportation Plan.
2. Execute any subsequent contract amendments within the Executive Director's signing authority for any unexpected scope of work changes during the 2024-2031 SRTP.

**PASSED AND ADOPTED** by the Board of Directors of the Yolo Transportation District, County of Yolo, State of California, this 8th day of April 2024, by the following vote:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

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Josh Chapman, Chair  
Board of Directors

ATTEST:

---

Heather Cioffi, Clerk  
Board of Directors

Approved As To Form:

RFP #24-01

# Yolo County Transportation District

## Short Range Transit Plan 2024-2031



SUBMITTED BY:



IN ASSOCIATION WITH:



2701 Loker Ave. West,  
Suite 110  
Carlsbad, CA 92010

(760) 476-9600  
tmdinc.net

Mr. Courtney Williams  
Senior Transportation Planner  
Yolo County Transportation District  
350 Industrial Way  
Woodland, CA 95776

Subject: RFP #24-01 Short Range Transit Plan 2024-2031

Dear Mr. Williams and Members of the Evaluation Committee:

**Transportation Management & Design, Inc. (TMD)** is pleased to submit our proposal to provide consulting services to the Yolo County Transportation District (YoloTD) for their Short Range Transit Plan 2024-2031. As a small business, we strategically select the projects we pursue based on where we feel our team will provide the highest value for the client. We are particularly interested in helping YoloTD update their SRTP because we see opportunities to help YoloTD grow ridership and improve service efficiency while addressing the challenges of post-COVID recovery.

**TMD** is a women-owned transit-planning firm headquartered in San Diego, comprised of about 20 team members focused on delivering productive, innovative, and sustainable transit networks and services. We have undertaken well over 500 transit planning projects for both small and large systems that operate fixed route, express bus, Bus Rapid Transit (BRT), demand response, and/or rail transit. Our proposed senior staff, including our proposed **Project Manager Ron Kilcoyne**, have served numerous years within public transit agencies across the country, developing expertise in fixed-route bus, demand response, and paratransit service design, management, and operations. Our comprehensive experience with planning and operating different types of transit allows us to create plans with customized solutions.

Assisting TMD on this project will be **Kearns & West**, a collaboration and strategic communications firm with extensive experience in providing engagement for transit and transportation projects, and **GHD** a global, multidisciplinary professional services engineering firm. Both firms have a local office in Sacramento and bring experience working on transportation projects in Yolo County.

Together, we feel that our team is best positioned to complete this SRTP update for the following reasons:

- **We use new data to better understand post-pandemic trends.** We are constantly evolving our practices to incorporate new technologies and data sources. With our **Replica** license, we can engage big data to determine travel demand patterns and trends at regional, local, census tract, and corridor-based levels. And, with our proprietary **Service Analysis Software (SAS) tool**, we can determine route and segment-based transit performance. Together, the unique combination of these tools allow TMD to identify regional travel patterns, major origin-destination pairs, and service trends that indicate areas that could be better served by public transit and understand how both travel patterns and service performance have been affected by the COVID-19 pandemic.



- **Our plans grow ridership while reducing costs.** Improving network design to better align with community needs is at the core of what we do. Our approach focuses on improving the customer experience while simultaneously increasing the efficiency and effectiveness of service delivery. Tailoring service delivery to market demand and optimizing use of resources allow us to make substantial network-wide service improvements within existing cost constraints.
- **We understand that updating a SRTP is not about just changing the route alignments or adjusting frequency/ span, but needs to focus on the customer.** TMD goes beyond the traditional approach, examining all aspects of service delivery to identify solutions that improve the overall customer experience and day-to-day operations for agency staff and operators, understanding that proposed route changes will not be successful if it cannot be delivered consistently and reliably while providing a high-quality experience for riders.
- **We like to collaborate!** We believe that effective collaboration between the consulting team and staff is critical to developing a plan that meets the needs of the community and is implemented successfully. For example, our proposed Project Manager, Ron Kilcoyne, recently led the Merced County Association of Governments (MCAG) SRTP, which included close collaboration with staff from MCAG, the cities of Merced County and UC Merced to develop the final plan. We will work closely with the YoloTD SRTP project team in developing draft alternatives and the final service plan. We also understand the importance of coordinating with the City of Davis' SRTP update that will also be underway.
- **Our plans result in a positive contribution to all communities.** As a certified women-owned DBE, it is important to us that our plans result in a positive contribution to all communities, regardless of age, race, or class. Since nearly every TMD project ends up in daily operation, we are committed to ensuring our recommendations work as expected and enhance mobility for everyone within Yolo County.

As requested in the RFP, TMD is providing all required forms along with our qualifications. China Langer, President of TMD, is legally authorized to represent the firm in all matters regarding this proposal. She can be contacted at 2701 Loker Ave. W., Suite 110, Carlsbad, CA 92010, by telephone at (760) 476-9600, or via email at clanger@tmdinc.net. All project work will be completed from TMD headquarters in Carlsbad, CA. This proposal shall remain valid for no longer than ninety (90) days. We look forward to the opportunity of working with YoloTD on this important project and hope that the YoloTD SRTP will be one of our featured projects this year.

Respectfully yours,  
Transportation Management & Design, Inc.



China Langer  
President

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# TECHNICAL APPROACH AND FUNCTIONALITY

## Project Understanding and Approach

YoloTD's last SRTP was completed in 2014 and covered the period through 2024, requiring the preparation of a new SRTP. YoloTD also completed a COA in 2019, however the COVID-19 Pandemic prevented full implementation of the COA recommendations. Rather service was significantly curtailed and has not been fully restored. Changes in travel habits, funding constraints and opportunities, new technologies, and regional transportation opportunities are some of the factors that need to drive a reimagining of the service YoloTD provides. Therefore besides preparing a new SRTP, YoloTD needs to have the COA updated to reflect the changes that have occurred and are likely to occur that weren't envisioned when the previous COA was completed.

As with most transit systems throughout the US, YoloTD lost ridership during the Pandemic. However, ridership dropped pre-pandemic by 500,000 annual trips between FY 2014 and FY 2019 (the last full fiscal year pre-pandemic). Similarly, fixed-route productivity dropped from 16.8 boardings per hour in FY 2014 to 11.1 boardings per hour in FY 2019. While ridership is recovering from the Pandemic, it is still below the pre-pandemic levels. Therefore, it is essential to create an integrated system that will grow ridership and be sustainable over the long run. In practice, this requires on-demand and fixed-route services that complement each other and not compete for the same customer, and a thorough understanding of actual travel patterns to identify where transit can be most effective and the type of transit or shared ride service that can be most effective and efficient in providing that service.

However, it is important to stay focused on the "why" of YoloTD's existence. Providing access to opportunity is an important "why". This includes access to employment, healthcare, education, shopping, and recreational opportunities. It is also important to do it equitably - to assure all members of the community have quality access. That is to make sure that members of the community with limited mobility options have the same opportunities as those who aren't limited in their mobility options. With a need to reduce

vehicle miles traveled (VMT) to reduce greenhouse gas emissions (GHG), it is also important to make transit an attractive alternative for those who don't have limited mobility options. This is a significant challenge in a small urban/rural environment with limited resources; therefore, trade-offs will need to be assessed. TMD understands this challenge and has developed tools and strategies to create alternatives and recommendations that will meet the existing and future accessibility needs of the community.

TMD believes that ridership is the "NorthStar" measure of transit success. Empty transit vehicles do not provide any benefit to the community, and lack of ridership is indicative that a transit system is not providing the equitable access the community needs or providing an attractive alternative to driving alone. Changing the pre-pandemic trend of ridership decline and continuing the ridership growth that has occurred since the depths of the Pandemic needs to be a focus of the SRTP update.

### IN ADDITION, IT WILL BE IMPORTANT TO CONSIDER:



#### BRT/Enhanced Bus Service

One service strategy that can improve accessibility for individuals with limited mobility options and attract new customers to transit is Bus Rapid Transit or branded enhanced bus service. Providing faster more reliable service in uniquely branded high quality vehicles serving distinctive stations/stops that provide a pleasant environment while waiting for the bus has proven successful in a wide range of operating environments throughout the country. However there is not one size fits all approach to designing and operating this service. Each corridor is unique and understanding which elements are most impactful to providing attractive service while considering the constraints of the corridor and available resources is essential to designing and ultimately operating a successful service. Our proposed Project Manager has both operated and overseen the planning of successful BRT services and understands what works and what is nice to have but not essential.



## Regional Initiatives

The Yolo 80 Managed Lanes Project is anticipated to create toll lanes that will generate revenue to mitigate impacts of potential increased VMT in the corridor. About 18 potential mitigation actions were evaluated in the Environmental Impact Report/Environmental Assessment of which 10 were rejected. Of the remaining eight mitigation measures, five involve YoloTD. (It was mentioned during the pre-proposal conference that one of the rejected mitigation measures, increased frequency on Route 42 might be restored.) The development of recommendations in the SRTP update will incorporate these measures and consider how they integrate with the overall YoloTD network and also how they might be phased since they are depending on prospective toll revenue.

YoloTD provides several services into Sacramento connecting major trip generators including Downtown Sacramento, UC Davis Medical Center and Sacramento International Airport. In addition to possible service increases funded by the Yolo 80 project mentioned above, improving integration with SacRT, addressing changes in commute patterns, and a proposal to streamline the route alignments of the other providers of transit service in Downtown Sacramento are factors to address in the SRTP update.



## Other Planning Efforts

A successful SRTP will require an understanding of existing transportation efforts and future development plans that can result in employment and/or residential growth or change land use typologies that impact the effectiveness of transit. Figure 1 summarizes plans that will be factored in as service alternatives developed for YoloTD. Another Key element for success will be to ensure successful coordination with other planning efforts that will be underway, including the City of Davis SRTP and UCD Sustainable Transportation Plan.

## PROJECTS THAT WILL INFORM THE SHORT RANGE TRANSIT PLAN

2018

### UC DAVIS LONG RANGE DEVELOPMENT PLAN

The comprehensive land use plan establishes a framework for future campus growth and a planning guide for the conservation of resources and new investments in growth towards a sustainable future.

2021

### YOLOBUS SHORT RANGE TRANSIT PLAN

This existing SRTP serves as the planning framework for assessing operational performances across all service modes. The plan investigates potential changes to customer demands, needs, and industry trends.

### YOLO TRANSPORTATION DISTRICT YOLOGO PLAN

The plan was a thorough review of YCTD transit services based on extensive data collection and analysis and on public input to provide recommendations for increased operation efficiencies, enhanced local connectivity, increased ridership and performance, and customer satisfaction.

### SACOG NEXT GENERATION TRANSIT STUDY

Refined the 2040 plan for public transportation and provided a vision for the future of mobility that emphasizes moving people and the improvement of regional transportation options.

2022

### FAIRFIELD AND SUISAN TRANSIT SHORT RANGE TRANSIT PLAN

The plan provided an analysis of pre-pandemic and current state of service to determine several recovery scenarios that could best service riders.

### SARCAMENTO REGIONAL TRANSIT SHORT RANGE TRANSIT PLAN

This 5-Year plan will redesign the current bus network to achieve mobility and regional goals of SacRT Forward, as well as investigate pandemic impacts. The SRTP outlines service improvements, enhancements, and transit operations throughout the plan period.

### YOLO ACTIVE TRANSPORTATION CORRIDORS PLAN

This long-range transportation plan will develop an active network of multi-use trails that will help address barriers to mobility for low-income and minority residents.

2023

### DAVIS CLIMATE ADAPTATION ACTION PLAN

The plan assessed greenhouse gas reduction progress, identified physical and social vulnerabilities, and established a framework of climate action efforts and carbon reduction policies to bring the City of Davis in compliance with state legislation to address climate change.

FIGURE 1: EXAMPLES OF REGIONAL PLANS THAT WILL BE CONSIDERED FOR THIS SRTP

# A Technical Approach and Functionality



## Community Feedback

Along with a data-driven operations analysis and service optimization, YoloTD is seeking to gain a better understanding of current, and future transit needs based on market conditions and consumer demand in order to meet the community's evolving mobility needs. We are proposing to conduct multiple phases of outreach to solicit feedback from stakeholders and riders. Each outreach round would consist of stakeholder/community meetings and/or workshops to gain insight into existing conditions/needs and public perceptions of proposed alternatives, as well as targeted passenger and stakeholder survey efforts, which would be facilitated both online and via traditional methods to maximize participation across diverse communities. Our recent outreach efforts focusing on virtual workshops and mobile surveys have received high levels of engagement.



## Using a Proven Approach

TMD has undertaken well over 100 short range transit-planning projects for systems of all sizes around the country. While each area and project is unique, we design plans geared for implementation that consistently engage decision-makers, front line staff and riders, utilize efficient and effective network design, and increase ridership. Starting with a customer-focused approach, our process blends market-driven planning (rethinking service around market demand and consumer expectations) with sound operational knowledge (effective service design, efficient schedules, reliable daily delivery), always optimizing service based on riders' needs and available resources. Our operational knowledge extends beyond design and scheduling to include other aspects impacting the delivery of service. For example driver shortages can ruin the best laid out plan and we are working with clients on strategies to address this challenge.

Each of TMD's over 100 similar short range transit planning projects has contributed in its unique way to helping us thoroughly understand the scope of work and effort required to execute a successful SRTP for YoloTD. We do not design our plans to sit on shelves, and we will work closely with YoloTD staff to ensure the proposed plan includes all the necessary elements and stakeholder support to be implemented successfully.

## Summary

TMD is uniquely qualified to assist YoloTD in evaluating how it can grow ridership and identify the most effective mobility options for each segment of the community. Focused on developing and implementing market and customer-driven transit networks and services nationwide, TMD has undertaken numerous transit service and operations planning projects that are similar to Yolo County. Our range of experience spans small and large systems and includes both fixed route and on-demand services. Relevant projects, including the Merced SRTP, Riverside Transit Agency Sustainable Service Plan, and KART Fixed Route Study are include in Section B of our proposal.

Our success is a result of our dedication to ensuring a positive outcome for each of our clients in both project approval and project implementation. Our senior staff, including our proposed Project Manager Ron Kilcoyne, have first-hand management and technical experience in the development, implementation, and ongoing assessment of a wide range of transit solutions at diverse transit agencies, both as system staff and as consultants. TMD's experience, market presence, and current client base have enabled us to successfully perform tasks similar to those identified in the YoloTD SRTP RFP. Our proposed Work Plan for this project is organized into eight key tasks designed to achieve the project objectives outlined in the RFP.

## Project Work Plan

### Task 1: Project Management

#### Project Kick-Off & Fieldwork

The TMD Team will kick off the project with an on-site meeting with YoloTD staff. This will provide an opportunity for the YoloTD and the consultant team to discuss several topics, including:

- Key project goals, objectives, and outcomes
- Confirmation of the project work plan and schedule
- Coordination and communication protocols and confirmation of reporting procedures
- Data needs and transfer plan
- Schedule for regular check-in meetings
- Monthly progress reports
- Public Engagement Plan

At the meeting, TMD will conduct a SWOC (strengths, weaknesses, opportunities, and challenges) exercise with YoloTD staff to gain a better understanding of existing conditions and identify any potential issues that may affect the process and outcome of the project. The team will work with the YoloTD to ensure that agency goals for the project are understood and incorporated into the final work plan.

Following the kick-off meeting, key TMD team members will conduct **fieldwork** to better understand existing YoloBus, BeeLine, and paratransit services, ridership, and operations. Time in the field will be split between riding buses (“being the customer”), driving route alignments, and meeting with scheduling, operations, and planning staff to assess opportunities and challenges of system operation. The field time will help the TMD team understand not only the route alignments, but also how the service is delivered in terms of operator and schedule performance, customer relations, passenger boarding/alighting procedures, and vehicle and passenger facility

performance, and maintenance. The local geography, street network, transit markets, trip generators, and operating conditions will also be important observations and will inform our work in Tasks 2 (Existing Conditions Analysis) and development of service alternatives in Task 5.

YoloTD staff participation in this process will be an important part of the early collaboration, enhancing the team’s understanding of the service area and operating environment.

#### Ongoing Project Management

The team will also conduct **bi-weekly “check-in” meetings** to ensure that YoloTD staff remain up to date with the project’s progress, and to allow for dialogue regarding process, key findings, or other relevant topics needing attention. An action item list noting responsibilities and the status of each key element will be provided prior to each check-in call. TMD will prepare an agenda prior to each meeting and meeting notes following each meeting. The TMD Project Manager will be in contact with the YoloTD Project Manager between meetings and can be on site as needed. In addition our team will hold regular meetings with the City of Davis in order to ensure that this SRTP update and City of Davis’ SRTP update are coordinated and efforts are not being duplicated.

**TMD values communication and knows it is integral to the project’s success. As such, the Project Manager will ensure that both internal and external communication is of the highest priority throughout the project. Our managerial approach allows for unforeseen project obstacles and potential issues to be identified early on so that the study process is not impacted, can remain on track, and that the final Short Range Transit Plan (SRTP) is completed on time and on budget.**

Monthly invoices and progress reports detailing work completed and remaining on a task-by-task basis will also be submitted.

**Deliverables:** TMD will prepare agendas and notes for each meeting, monthly invoices and progress reports, and a final work plan and project schedule based on the outcomes of the kick-off meeting.

## Task 2: Existing Conditions Analysis

TMD recognizes that generating a comprehensive understanding of Yolo County’s mobility environment, available transit service offerings, and general transportation network performance is essential to developing an informative, operational assessment and an effective, well-informed SRTP. The existing conditions report will be comprised of a market assessment of the service area and a comprehensive evaluation of the existing public transportation services.

### Market Assessment

A comprehensive understanding of the Yolo County mobility market is foundational to analyzing existing transit service and performance conditions. TMD recognizes the fundamental role that people, and places, have in shaping the use of a transit network. Key characteristics of the built environment and local population, such as the diversity of neighborhoods, locations of jobs and housing, and the design of street networks, significantly affect travel demand and strongly influence where transit can be both effective and efficient.

The Market Assessment for this project will be centered around the **“Four Ds”** that impact transit’s ability to be successful: density, destinations, design, and demand.

The **Density** analysis will summarize the existing population, employment, and demographic characteristics in the cities of Davis, West Sacramento, Winters, Woodland and the unincorporated areas of Yolo County, as well as the areas of Sacramento

County served by YoloTD – all of which influence the local demand for transit use. TMD will use ArcGIS and available data from the 2020 US Census and recent American Community Survey estimates to map population and employment densities, with individual maps for seniors, youth, college-aged residents, persons with disabilities, person with Limited English proficiency, zero-vehicle households, low-income households, and minority households. These demographics will then be compiled into a “Transit Demand Potential” map which incorporates all the demographic factors into one index. The existing YoloTD services will also be mapped to identify underlying market conditions, opportunities for increased transit service, and any unmet mobility needs.

The **Destinations** analysis will examine the diversity of destinations riders seek to access through transit. It will review existing land uses, zoning, and major activity generators to provide an understanding of activity demand and generation throughout the region. TMD will identify the major activity generators throughout Yolo County, as well as activity generators in adjacent parts of Sacramento and Solano County with identifiable travel demand from Yolo County residents, including essential service employers, education centers, supermarkets, healthcare facilities, and cultural destinations. We will also review the land-use plans of the member agencies to better understand where transit may be needed to support future development.

The **Design** analysis will assess how the design of the built environment influences people’s ability to conveniently use transit. The purpose of this analysis is two-fold. First, a qualitative assessment of street patterns (e.g., grid vs. cul-de-sacs), neighborhood penetration, and street widths provide a context for where transit can be most successful. Places with a high-quality pedestrian environment are also places where transit tends to thrive. Second, understanding any physical constraints such as bridge heights, railroad crossings, and street widths is vital in ensuring that proposed route alignments are actually implementable.

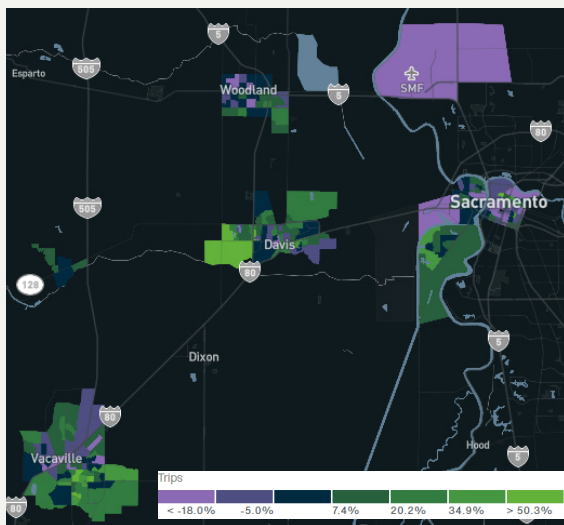


# A Technical Approach and Functionality

The **Demand** analysis will examine how people travel in the region as a whole and how those travel patterns compare to travel on transit. TMD has a partnership with **Replica**, a location-based data platform specifically designed to guide urban planning decisions by providing weekly summaries of local travel demand data. For this project, TMD will use Replica data to gain insight into how people travel throughout Yolo County, as well as areas adjacent to Yolo County, understanding the pattern of trips being made by time of day and major origin-destination patterns. For example, Figure 2 shows the change total trip making between communities served by YoloTD between 2019 and 2023. TMD will be able to compare the trip activity data with observed transit ridership patterns to determine if there are opportunities to increase transit use at different times of day or in new parts of the service area.

## Replica Data

Access to comprehensive regional travel demand data through Replica has challenged many of our preconceived notions about how people travel. Trip volumes are high during off-peak periods, and most trips are short-distance, calling for transit service that is not focused around traditional long-distance peak-period commutes. Understanding travel patterns will allow service recommendations to be better tailored to local mobility needs.



**FIGURE 2: REPLICHA MAP SHOWING CHANGE IN TOTAL TRIPS FROM 2019 AND 2023**

## Existing Service Evaluation

To establish a framework for evaluating the existing conditions of YoloTD's transit services, TMD will compile available information to develop a comprehensive overview of the network and mobility offerings. Compiled data will include:

- Current routes, service types, description of operating days/hours
- Fare structure
- Funding sources (existing and planned)
- Capital program, including fleet, facilities, current technologies in use, and other relevant infrastructure
- Current service classification, service standards, and service planning process
- Relevant transit plans and studies
- Recent customer surveys
- Unmet Transit Needs Reports
- Triennial Review Findings

Since YoloTD interacts with several other transit providers, data on existing and planned service for these providers including Unitrans, West Sacramento Via Rideshare, Sacramento Regional Transit District (SacRT) and Solano Express will also be collected. Potential changes to these services could impact recommendations developed for YoloTD provided services. TMD will coordinate with the City of Davis SRTP and Solano Transportation Authority (STA) Connected Mobility Plan, both of which will occur concurrent with this SRTP.

## Regional Coordination

TMD is developing the STA Connected Mobility Plan that includes the development of a vision and phasing plan for Solano Express. Our team also submitted a proposal for the City of Davis SRTP update to ensure all projects are coordinated.

# A Technical Approach and Functionality

The Existing Service Evaluation will focus on developing a comprehensive understanding of YoloTD's services identifying opportunities to improve the customer experience and service performance. The basis of the service performance evaluation will be based on taking Automatic Passenger Counter (APC) and Automatic Vehicle Location (AVL) data exports and importing them into TMD's Service Analysis System (SAS) PowerBI dashboards.

The SAS is a proprietary program developed in-house by TMD staff for detailed analysis of service ridership and operating performance. The SAS uses multiple weeks of data to create a composite picture of ridership at the stop and trip level. The SAS also allows for efficient analysis at the route segment level, which is unique to TMD's approach and helps to develop a stronger understanding of how the system works. Under-standing changes in performance across individual route segments will help ensure that frequency is being invested in the right parts of the network and that solutions are being right-sized to demand. The segment analysis also allows us to efficiently compare performance on multiple routes that operate on the same corridor. By breaking segments in the

same place on overlapping routes we can generate system- wide productivity and frequency segment maps that show network performance rather than route performance.

TMD's SAS uses online platforms (PowerBI and ArcGIS Online) to visualize the results. Users are able to drill down from the system level summaries to day type, to route-level, to trip-level, and to stop level detail. Figure 3 illustrates the online platform recently created for Santa Monica Big Blue Bus. TMD's SAS will produce a key set of service and operating data for each route that will be used to inform the service evaluation as well as the development of the draft alternatives and recommended plan (Task 5 and 6). TMD will complement the quantitative SAS reports with qualitative efforts described above as well as interviews with staff and field observations.

In addition, TMD will use ArcGIS to create maps that visualize system and route-level performance. At a minimum, TMD will create maps illustrating ridership by service day and time of day, network-level frequency by time of day and day of week, and service productivity.

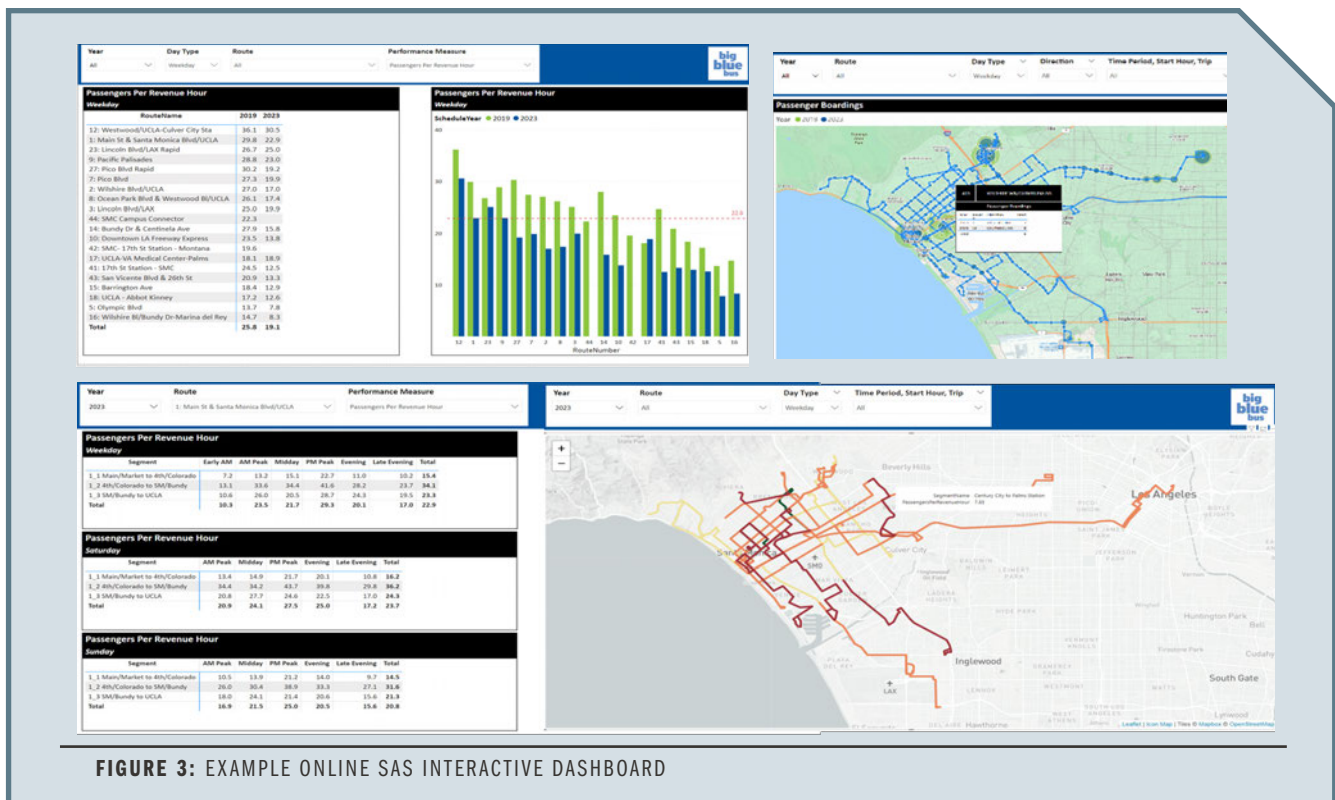


FIGURE 3: EXAMPLE ONLINE SAS INTERACTIVE DASHBOARD

## The evaluation of YoloTD's service will seek to answer the following questions:

- **Service Ridership:** What are the key routes that attract the majority of the system's ridership? Which stops generate the most passenger activity? How does ridership vary by day of week?
- **Service Efficiency and Effectiveness:** Which routes have the highest productivity and farebox recovery ratios and lowest subsidies per passenger boarding? What is the return on investment from today's resources?
- **Service Quality:** Is the service easy for potential customers to understand? Are there any load or overcrowding issues on certain trips? Is the service on-time? How well does the current service meet customer expectations?
- **Service Availability:** Does current service frequency meet market needs? Will expansion of service hours, days, and frequency create a more attractive transit network that better meets the needs of residents?
- **Network Connectivity/Transfers:** How does the service structure and frequency affect the way passengers navigate the system? Are there public and/or private first or last-mile connectivity issues or timed-transfer opportunities? Are current routes ideal from a customer travel pattern perspective?
- **Service Access:** Does bus stop spacing optimize speed and access? Do current bus stop amenities meet customer needs? What first/last mile connections are available, including pedestrian and bicycle connections?
- **Capital Asset Review:** Are transit facilities optimally located? Does YoloTD have the right fleet to deliver service?
- **Financial Review:** Is the current fare structure designed to promote riding or does the structure disincentivize making additional trips? How are current funding sources projected to change in the coming years and what alternative sources may be available? How are operating and maintenance cost factors expected to increase over the life of the plan?

- **BeeLine:** How do riders use the current microtransit service? Where are the major ridership generators? How far do riders typically travel? How do costs and productivity measures compare to fixed-route service? Is the service well integrated within the overall network?
- **Paratransit:** Where are the major paratransit origins and destinations and how do they differ from those on fixed-route? How do costs and productivity measures compare to fixed-route service? How is the regular service augmented? Is YoloTD prepared for possible same-day service?

## Existing Conditions Report

TMD will develop an existing conditions report that includes the market analysis and existing service evaluation. The report will include all findings as well as all applicable GIS maps and graphics. Key findings from this task will be communicated with the public and stakeholders through the public involvement process, and will be used to highlight YoloTD's strengths, weaknesses, and opportunities for improvement. This detailed information, along with input from the public and stakeholders on how the system should be improved, will be used to inform the Goals and Objectives, as well as any changes to YoloTD's performance standards in Task 4 and the development of service alternatives in Task 5.

### Deliverables:

- Internal Draft Existing Conditions Report
- Final Existing Conditions Report to be inclusion in the SRTP including all supportive tables, maps and graphics

## Task 3: Community Engagement

An iterative, meaningful, and comprehensive public outreach process will be the foundation of the SRTP. Stakeholders need to be thoughtfully engaged and heard.

### Engagement Plan and Implementation

As we work with stakeholders in this initial phase of the outreach process, Kearns & West will develop a community engagement plan for outreach and implementation of the various tasks included in this effort. The plan will enumerate the specific activities, responsibilities, and timelines to address the project objectives and to schedule how to best synchronize the stakeholder and public dialogue with the steps in the planning process.

We understand there are a variety of outreach approaches that have been successful (and some that have been less successful). We have identified the following objectives and will develop a detailed engagement plan to support these objectives.

- Educate and engage a wide range of stakeholders in Yolo County to build a broad understanding of the SRTP’s purpose and scope, and why their input is critical to the process.
- Provide stakeholders with multiple, meaningful opportunities to participate in the SRTP’s development process and provide input.
- Focus on equitable engagement to reach underrepresented populations, individuals with low incomes, and people who speak languages other than English. As always, we will ensure outreach and engagement is consistent with Yolo County’s Title VI Plan, as well as general FTA Title VI and Environmental Justice guidance.
- Align engagement opportunities with key project milestones and deliverables to ensure that stakeholder input is incorporated in the planning process.
- Share project information early and often (e.g., project goals, opportunities for public involvement and input).
- Build trust and support through inclusivity, transparency, accountability, and responsiveness in each phase of the process.
- Provide information that is readily accessible to all audiences.
- Go to transit users and non-users. We will seek participants in their own communities at pop-up events and using outreach approaches preferred by Yolo County.
- Be strategic and efficient in engaging with key stakeholders and the public: using people’s time wisely, avoiding duplicated efforts and maximizing coordination with the Davis SRTP, building on past transit planning processes, and leveraging existing venues and stakeholder groups where possible.



**FIGURE 4: PROPOSED PROJECT MANAGER RON KILCOYNE PARTICIPATING IN A TMD POP-EVENT**

**The Engagement Plan will focus on the tools to achieve the objectives of the planning process, which we expect to include the following activities:**

- **Stakeholder Database.** We will establish and compile a database of stakeholder organizations (including local and regional partners), individuals, and members of the public that have interest in the outcomes of the project. This includes contacts for major employment centers, businesses, residential developments, community-based organizations, medical destinations, programs serving youth and older adults, and nonprofit organizations. This database will also serve as the distribution list for project updates and will be further populated and updated as the project advances. We will be responsible for updating and maintaining this database over the course of the project.
- **Stakeholder Interviews.** Although stakeholder interviews will be a key part of the development of the Engagement Plan, we anticipate some of them to be ongoing: new stakeholders will be identified representing businesses, community organizations, advocacy groups, etc. We will continue to meet with new stakeholders as we build relationships with them and invite them into the planning process. Stakeholder representatives will be selected in consultation with YoloTD and Davis/Unitrans, and will likely include organizations and individuals listed in the RFP, including representatives from the Citizens Advisory Committee; the Bicycle, Transportation and Street Safety Commission; the Senior Commission; representatives from the cities of West Sacramento, Winters, Woodland, and SacRT; UC Davis Administration and Student Leadership; as well as representatives from disability, social services, and low-income communities, as well as community groups representing Spanish, Russian and Ukrainian speaking individuals. We will prepare stakeholder questions in advance for review by staff, conduct the interviews, and prepare a summary detailing key issues and themes.
- **Project Webpage.** While YoloTD staff will manage the project website, our team will develop content, images, and project information that details milestones, opportunities for involvement, and ways to get more information. The webpage, with support from social media engagement, will also provide newsworthy, time-sensitive and culturally appropriate information about upcoming engagement opportunities (i.e., online survey, popups), key milestones, and findings from the planning effort. The webpage may also include a form for people to be added to a stakeholder database. We will work with YoloTD staff to keep the webpage updated and refreshed over the course of the project.
- **Online & On-Board surveys.** Our team will collaborate with YoloTD to develop a survey to provide rider and non-rider insight on travel needs, preferences, investment concerns, demographics, and other topics that may be of value to the agency and planning team. The survey will be available online (via a QR code and simple online weblink) and via paper copies. It will be promoted throughout the county and distributed on-board YoloTD vehicles and/or by community partners. Our team will work with the YoloTD team to confirm the survey distribution approach. Budget has been allocated to include on-board distribution to ensure input from riders is collected. We will prepare surveys in core languages and ensure the online survey tool is accessible for most users (typically we use Momentive/SurveyMonkey), and reach out to stakeholders to encourage participation. Our team will summarize and synthesize the survey findings and prepare a graphically engaging report on the outcomes.
- **Community open house workshop.** We will host a community workshop/open house about the project. We will announce meeting dates at least 3-4 weeks in advance and promote the event using various methods (i.e., email stakeholder database and other distribution lists, social media, fliers/signs, postcards/mailers,

# A Technical Approach and Functionality

encouraging community leaders to spread the word), and developing materials that are visually appealing, informative, and accessible. The objective of the open house workshop would be to review the recommendations, collect feedback on the outcomes, and answer questions. We anticipate the workshop would include a series of stations highlighting findings and outcomes with graphic-rich materials and other tools to clearly communicate the recommendations. Staff would be available to answer questions and share more information about the displays. A series of tools will allow participants to share their reactions and identify specific concerns, and information would be provided at a minimum in English, Spanish, Russian and Ukrainian.

- **Pop-up Events.** Special attention is needed to make sure that residents and business owners can be reached in places they frequent, such as local markets, transit hubs, and near schools. In planning the five pop-up events, we will work to ensure that there is appropriate focus on equity for underrepresented groups. We will seek input on optimal locations for these events so that community members who might not otherwise participate in scheduled workshops know about the project and have a chance to provide input. Pop-up outreach provides the project team an opportunity to interact with community members where they are, letting them know about the project, and also promoting attendance at any other events. Our team would organize and staff these pop-up outreach events, which would include displays, visualization tools, handouts, prioritization exercises, and an opportunity for people to talk one-on-one with project representatives. We will summarize outcomes and incorporate input into the planning process.

- **Presentations at Meetings.** Our team will present project updates at two Citizens Advisory Committee meetings and one Executive Directors meeting. We will prepare presentation materials and maps in advance, conduct a meeting presentation dry run, and will solicit feedback from committee members.
- **Other Engagement.** We anticipate that notices, flyers, announcements and other information tools will be developed over the course of the planning process. In addition, in collecting information from stakeholders, members of the public, surveys, and staff, our team may identify other critical engagement or information-sharing needs. We will identify these in the Engagement Plan and outline a strategy for implementation.
- **In-reach Engagement.** The front line staff of a transit agency provide valuable insight into customer needs and operational challenges. The bus operator is often the only point of contact with customers, and will hear their requests and concerns. Vehicle operators along with dispatchers and road supervisors have firsthand knowledge as to what is occurring daily. Therefore regular engagement with front line staff will occur throughout the development of the SRTP. We will work with the project team to lay out a specific schedule and approach for interacting with front line staff to seek input at the beginning of the process as well as providing feedback to recommendations.

**Deliverables:** Public Engagement Plan, content for Yolo County Transportation District webpage, online Survey, materials for all meetings and Pops, including interactive activities and PowerPoint presentations, and Public Participation Summary to be incorporated into the SRTP.

## Task 4: Goals, Objectives & Performance Standards

Building on data review and analysis in Task 2 and Stakeholder and public input collected in Task 3, TMD will collaborate closely with the project team to create a set of goals, objectives, and updated performance standards that are realistic, respond to today's environment, and provide a strong basis for plan development. The updated SRTP should complement other initiatives in the region and act as an integral part of the broader transportation network. In terms of project schedule, TMD will coordinate goals, objectives, and standards development with the existing service analysis in Task 2, in order to apply existing performance data to the goal-setting process.

Plan goals will also reflect the results from stakeholder interviews and public outreach efforts. Overall goals will drive the process, objectives will lay out tangible ways to achieve the goals, and performance standards will provide ways to measure progress.

As a result of this collaboration, TMD will develop a working paper that details recommended updates to the project goals, objectives, and performance standards; as well as identify the specific findings that informed their development. This draft will be subject to follow up review by stakeholders and the community.

### Deliverables

- Internal Draft of Goals, Objectives and Performance Standards.
- Second Draft of Goals, Objectives and Performance Standards for public review incorporating revisions based on project team comments.
- Final Goals, Objectives and Performance Standards for inclusion in the SRTP incorporating revisions based on public review comments.

## Task 5: Service Alternatives

Dynamic and intuitive system improvement alternatives will be developed collaboratively between TMD and YoloTD staff through an inclusive brainstorming process that will build off findings from the previous tasks. TMD welcomes as much participation from YoloTD staff in the brainstorming process as they are willing to provide, as we have found that our network reimagining plans are stronger when they incorporate the institutional knowledge of agency staff.

### Service Design Process

TMD develops service recommendations through a two-step process: **"top-down"** (region and network) and **"bottom-up"** (individual route). Top-down analysis provides a big-picture, holistic look at the network, how it connects with neighboring regions, and how Yolo County will grow and develop in the future. A successful plan will build an integrated transit network, not just a compilation of individual routes or services. The top-down analysis will examine how YoloTD services can better integrate internally as well as with Unitrans, West Sacramento Via Rideshare, SacRT and Solano Express to better accommodate both internal Yolo County travel and regional travel to/from destinations outside of Yolo County. While YoloTD cannot implement changes to these connecting services, if there are opportunities to improve connectivity that involve changes by other providers, those alternatives will be presented.

Bottom-up analysis allows TMD to understand the details of the system's design and recommend changes to improve efficiency, service levels in areas of high transit propensity, or everyday operations. Both processes combine to create alternative service concepts that work well for the transit provider and the community. Furthermore, both processes evaluate various improvement methods and tradeoffs and assess preferred ridership growth strategies based on YoloTD's operating conditions and local mobility environment.

## Defining the Mobility Toolkit

One of the key strategies TMD uses when developing recommendations is to identify a suite of potential transit products and then match them to the different market typologies and opportunities throughout the region. Establishing different service tiers allows solutions to be “right-sized,” whether that means traditional fixed-route transit or alternative mobility options, such as on-demand services like BeeLine, shared-ride services, or car/vanpools. This “Transit Toolkit” is developed in tandem with the service recommendations and is designed to create an integrated, effective network that minimizes duplication and maximizes the efficient use of limited resources. Fixed route and on demand services should not be assessed in isolation.

### New Mobility Options

Over the past decade, new mobility options have emerged that provide more flexible and cost-effective alternatives to fixed-route transit. YoloTD has experienced early success with the rebranding and expansion of BeeLine microtransit and our team will use its significant experience integrating non fixed route transportation solutions into every step of the transit planning process. Balancing the access needs of the community, positive customer experience with efficient use of resources may require a major rethink of service delivery.

Concurrent with considering the public impacts of service provision, it is also important to look “under the hood” at the scheduling and operating practices of on-demand service. ADA paratransit and general public microtransit can be very inefficient in terms of passengers per hour and cost per passenger trip. Our team will use its expertise in evaluating the scheduling and operating practices to determine if the correct technology is being used for booking and scheduling trips, if the staff are properly trained and if best practice operating procedures are being deployed. We will examine the pros and cons of co-mingling ADA and BeeLine services.

### BRT & Enhanced Bus Options

On the other end of the spectrum TMD has extensive experience in developing enhanced bus services ranging from full Bus Rapid Transit (BRT) to enhanced express or local bus service. We will use this expertise to determine the range of BRT/enhanced bus options including costs and benefits in West Sacramento and between Woodland and Davis. This will include both treatments that are designed to reduce travel time and improve reliability as well as vehicle and station/stop design and branding to attract and retain customers.

## Developing Alternatives

We will use information from the Existing Conditions Report in Task 2, initial public engagement in Task 3, Goals, Objectives and Performance Standards in Task 4, the Transit Toolkit, and YoloTD input to guide the development of service alternatives. Service alternatives may include:

- The elimination or restructuring of low performing services.
- Alignment changes to existing routes or the development of new routes in order to address new developments or identified mobility gaps and needs and/or to make the service easier to understand.
- New routes or additional service such as rapid bus service.
- New BeeLine service zones or changes to existing zones.
- Changes to service levels and frequencies including the potential expansion of night and weekend service.



# A Technical Approach and Functionality

Service alternatives will be built around **three funding scenarios** – one that assumes a 20% reduction of funding, one that assumes no reduction of funding and one that assumes up to 20% increase in available funding. We may choose to consider enhancements funded by the proposed I-80 tolling separately since these projects are specific and it is conceivable that they could be funded while the remaining service is subject to a reduction in available funding. An assessment of equity along with the goals and objectives developed in Task 4 will guide the development of the three scenarios, particularly the reduced cost scenario to insure individuals with limited mobility options have minimal negative impact. For each scenario and service alternative TMD will:

- **Assign a Service Tier** – Recommendations regarding the type of transit mode and required service attributes (e.g., priority treatment, vehicles, branding) will be provided.
- **Create maps illustrating the route alignment.**
- **Develop service parameters** for each route or service by day of the week, including:
  - » Proposed service frequencies and spans
  - » Estimated miles and hours of service
  - » Estimated vehicle requirements
- **Estimate operating cost as well as any start up or on-going administrative costs that should be considered.**
- **Identify the effects on Transit Access** by analyzing of the number of riders, by population type or demographic/socioeconomic indicator (including Environmental Justice communities), impacted by the proposed system restructuring, including assessment of population percentages within 0.25 and 0.5 miles of fixed-route access, population percentages served by alternative mobility solutions such as microtransit, and overall equity effects.
- **Determine any impacts to Paratransit Service.** Analysis of anticipated ADA impacts, including those related to YoloTD’s paratransit users that may be affected by an altered ADA paratransit footprint.

- **Identify transfer opportunities** with other routes and with regional partners, including Unitrans.
- **Identify First/last mile connections** including opportunities for enhanced bicycle integration.
- **Facilities** – Any additional major passenger and/or operating/ maintenance facilities will be identified along with associated costs.
- **Identify any impacts on staffing**, including bus operators.

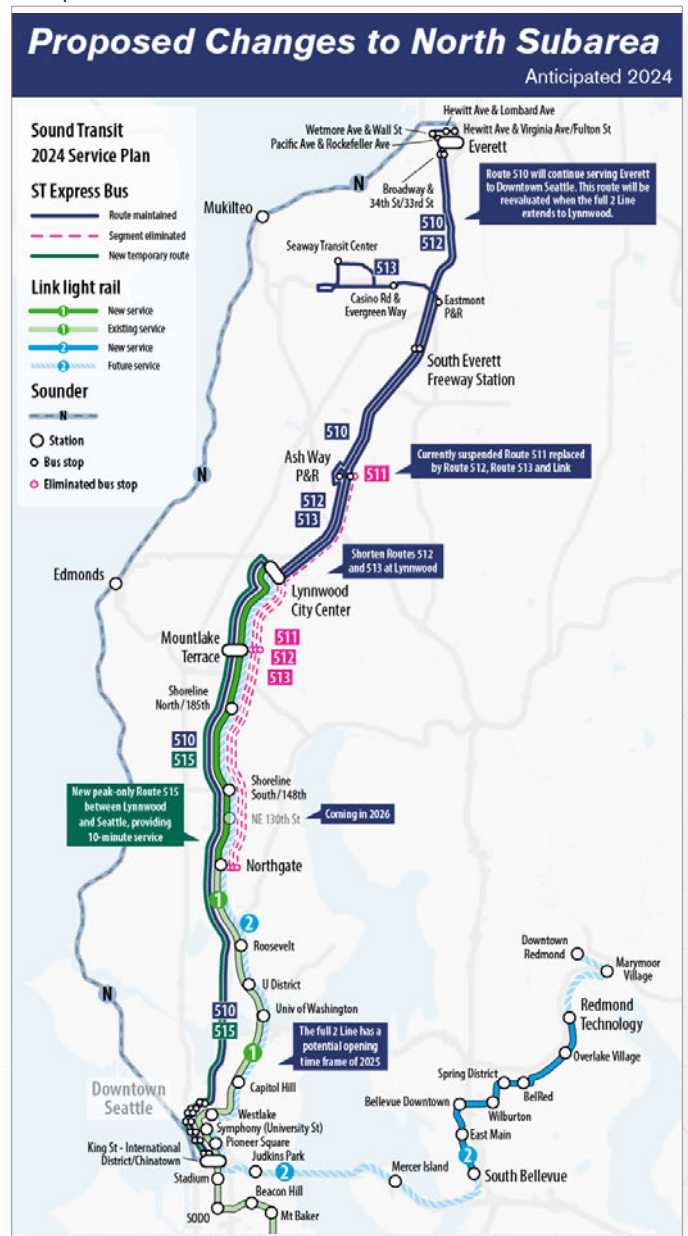


FIGURE 5: EXAMPLE RECOMMENDED ROUTE MAP

# A Technical Approach and Functionality

## Fare Recommendations

Concurrent with service development TMD will examine the fare structure from the customers standpoint. While recommendations for changes to the fare structure will have financial implications that will be addressed in the Financial Plan described below, it will also impact service attractiveness and hence ridership. Issues examined will include but not limited to:

- Potential for fare capping
- Potential for open payments
- Fares related to providing on demand services and impacts for customer using both on demand and fixed route services
- Regional fare alignment with connecting services
- Financial and ridership impacts of free fares including revenue loss as well as cost savings

## Labor Force Evaluation

Transit agencies nationwide are facing operator shortages, which limits how much service can be delivered reliably on a daily basis. Post-pandemic, TMD has worked with several agencies to streamline their operator hiring processes and create incentives for operator retention. As part of this task, we will review YoloTD's bus operator recruiting and retention practices and provide best practice recommendations for operator recruitment and retention to ensure the developed service alternatives match the available workforce.

## Ensuring Environment Sustainability

GHD will summarize local goals to reduce greenhouse gas emissions (GHGs) by reviewing local, regional, and county plans (e.g., general plans, climate action plans, sustainability plans, regional transportation plans). This will be undertaken to assure the service alternatives are consistent with recommended actions to reduce GHGs and support sustainability. Quantitative and qualitative performance metrics to measure performance (e.g., number of new electric

vehicles, VMT data, and on-site renewable energy generation) will be used. Opportunities for local or regional collaboration will be assessed.

## Maintenance Practices

GHD will identify maintenance practices by reviewing YoloTD maintenance plans (e.g., vehicle, equipment, and facility maintenance plans) and the Transit Asset Management Plan. This will be undertaken to assure the service alternatives are consistent with the goals and objectives of the maintenance/management plans. Quantitative and qualitative performance metrics to measure performance (e.g., vehicle life, frequency of road calls, maintenance costs compared to total operating costs, preventative maintenance inspection (PMI) schedule compliance) will be used. Opportunities for enhanced ZEB operational and maintenance practices (e.g., weather issues), based on YoloTD maintenance staff, manufacturer, or peer agency best practices will be assessed.

## Capital Plan

A 10-year Capital Plan will be developed assessing capital needs/costs and priorities. The Capital Plan will include:

- **Facility (e.g., maintenance facility) and other capital needs to support vehicles/services**, in consideration of the ZEB Rollout Plan, the Transit Asset Management Plan, new routes/ services identified in the Final Service Plan, and other local and state requirements.



### Value Add: Optional ZEVO Analysis

As an optional value item, the GHD ZEVO Energy and Utility Analysis/Tool could be used to assess cumulative facility needs/costs (e.g., key points in time wherein electrical infrastructure/ equipment upgrades are required). Based on fleet data, the tool can provide daily peak electricity demand for key locations that support vehicles/services, such as maintenance facility, yard, and on-route charging locations. The tool allows for a more robust capital plan and facilitates conversations with local utility providers.

- **New and replacement vehicles**, in consideration of the ZEB Rollout Plan, the Transit Asset Management Plan, FTA minimum useful life benchmarks, new routes/services identified in the Final Service Plan, and other local and state requirements.
- **Planning-level Bus Stop Improvement Feasibility Analysis.** We will review existing bus stop standards, providing recommended bus stop standards. A plan and cross section, illustrating typical bus stop design (e.g., flag/pole, accessible landing zone, shelter/bench locations), will be provided. Additionally, bus stop spacing and passenger amenity (e.g., bike parking/lockers and real-time information) standards by route or stop type will be recommended. Coordination with jurisdictional agencies (e.g., operational and maintenance issues, as well as development review opportunities (easements and lighting)) also will be discussed. Our team will recommend capital bus stop projects, based on YoloTD priorities and/or jurisdictional agency opportunities (e.g., right-of-way).
- **Planning-level Route 42A/B Signal Prioritization Feasibility Analysis.** GHD will summarize intersection and bus details, including existing intersection and on-bus equipment, to assess Transit Signal Priority (TSP) system compatibility. Intersections along the following Route 42A/B corridors will be included: Anderson Road/Russell Boulevard/5th Street (Davis); W. Capitol Avenue (W. Sacramento); 5th Street/J Street/9th Street/L Street (Downtown Sacramento); Main Street/East Street (Woodland). A planning-level cost estimate (e.g., equipment and installation costs) will be provided. Coordination with jurisdictional agencies (e.g., operational and maintenance issues) also will be discussed.

#### Deliverables

- Internal Draft Service Alternatives for staff review
- Draft Service Alternatives for Public Review and Incorporation into the SRTP
- Labor Force Evaluation Memo
- Capital Plan

## Task 6: Service Plan Recommendations/SRTP

After the public and stakeholder comments and based on project team direction, the service improvement recommendations developed in Task 5 will be finalized into an overall Service Plan. The team will take the Service Plan and conduct two separate analyses:

- 1). Model Demand:** Our team, led by GHD, will aggregate corridor performance, including looking at demand by reviewing available cell-phone data (either based on Replica or another dataset provided by YoloTD) as well as Caltrans and SACOG Traffic Demand Model outputs. Corridors that will be modeled include I-5 northbound and southbound and I-80 eastbound and westbound, connecting Woodland, Sacramento International Airport, Downtown Sacramento, West Sacramento, Davis, Vacaville, and Fairfield. GHD will model demand via an Excel spreadsheet, summarizing the following: existing and future demand using existing traffic data (from the three models); existing and future origin and destination patterns; and on-time performance.
- 2). Schedule/Timetable Evaluation:** TMD has schedule writing capabilities and will use them to assure the schedules are realistic but also efficient, providing adequate recovery and layover time for service reliability and driver breaks but not excessive recovery, layover or deadhead. If inefficiencies are identified we will provide recommendations to address them which can include minor route modification, interlining, bus stop relocation, etc. All modifications will take a customer first approach to assure the they don't create challenges for or discourage existing and potential riders. These schedules will be included as part of the Service Plan Recommendations along with narrative explaining the rationale for specific schedule modifications.

The resulting analyses along with findings from previous tasks will be incorporated into a Draft Service Plan.

**Deliverables:** Draft Service Plan for staff review and an updated Service Plan draft for the SRTP incorporating revisions based on staff review.

## Task 7: Financial Plan

TMD will develop a financial plan that models YoloTD's ongoing financial capacity, building on current service levels and ridership, operating and capital costs, fare revenue, and external funding levels. TMD will develop three scenarios that will provide an annual forecast of YoloTD's operations and capital costs for a 10-year period built from the current FY 23-24 fiscal year. The scenarios will include a fiscally conservative outlook, a status quo outlook and a growth outlook. For the growth scenario we will establish strategies and the conditions that will need to take place for it to become reality and identify potential funding opportunities. For all three scenarios we will incorporate efficiencies and economies of scale that were identified in the development of the recommendations in Task 5 and 6 to minimize service disruption in the conservative scenario and maximize service delivery and quality in the status quo and growth scenarios. TMD will work with YoloTD to establish operating and capital cost inflation factors, planned or potential fare changes, and external funding levels over the plan timeline.

TMD uses a tried and tested Excel-based financial model with individual tabs for items, including daily service characteristics, operating costs, and capital revenue sources, which link together to calculate and summarize all information. The model is built so that it can be updated as needed after the project is completed. YoloTD will be able to use the financial plan each year to plan more accurately for its future. The model includes detailed information for items including, but not limited to, the following:

- Service characteristics by route and day type for each year of the plan

- Ridership and fare revenue projections associated with service expansion
- Allocated unit costs per revenue hour and per revenue mile and anticipated annual increases
- Operating and capital revenues by source with projected growth rates
- Vehicle replacement and expansion program
- Facility improvement and construction costs
- Annual summary for each year showing total capital and operating costs and revenues

The model will show the phasing of the implementation of the recommendations over the 10-year period, under each scenario including the anticipated change in ridership and passenger revenue from the service changes, and the overall operating and capital costs of implementing the recommendations.

## Funding Strategy

To successfully implement the recommendations contained in this plan and sustain operations over the long-term, a realistic funding strategy will be developed for each scenario. In coordination with YoloTD staff, TMD will develop a 10-year funding outline based on anticipated operating and capital costs and estimates of existing funding sources. Capital and operating costs will be detailed sufficiently to ensure all potential costs are included, and a contingency will be established to address uncertainties.

To support the expansion of service, all potential transportation funding alternatives will be examined. TMD is up-to-date on the newest formula and competitive programs YoloTD may pursue for additional service and capital improvements. We will also make sure to develop the data necessary for BRT/High-Quality Transit Corridors recommended in the plan to be "grant-ready" for future California and Federal grant programs.

**Deliverables:** Summary and itemized costs for each recommended action, summary of eligible funding sources, internal Draft Financial Plan, and Financial Plan for incorporation in the SRTP.

## Task 8: SRTP

TMD will develop a draft and final plan document synthesizing the previous tasks and final service recommendations. The plan will be written in a manner that will make it easily understandable for the public and Board with generous use of graphics. A PowerPoint presentation will also be developed summarizing the final plan and project process, including outreach activities. TMD will provide YoloTD with all data that was collected over the course of the planning effort, delivered in a format available for YoloTD's immediate and future use.

### Implementation Plan

The key to a successful implementation process is to assure that there are no surprises or obstacles to implementing service as envisioned. Before developing any recommended route change we will work with staff to field test with the type of vehicle envisioned, to assure that all turning movements can be made safely and look for other potential obstacles or challenges to operating the route. We will develop conceptual schedules to assure that timed connections can be made as proposed, if two routes share a segment that headways can be evenly staggered, assure that estimated operating costs are accurate,

running times are realistic and adequate layover and recovery are provided. Conversely this step will also assure that there is no excessive (over 15 to 20%) layover/recovery and will develop solutions to reduce inefficiencies that could include interlining or minor route modifications. If service recommendations are to be phased, special attention will be given to assure that they are tactically grouped and sequenced to ensure there are no spatial or temporal gaps in network coverage. The implementation plan will be developed for the final report based on the recommendations' coverage, cost, revenue, ridership, and customer impacts. The Implementation Plan will also pay close attention to fleet requirements for each service type. For each implementation date, revised service statistics (revenue miles and revenue hours) and vehicle and other capital requirements would be documented, as well as anticipated financial impacts (costs, revenues).

#### Deliverables

- Draft Short-Range Transit Plan for staff review
- Final Short-Range Transit Plan
- Presentation materials for the YCTD Citizens Advisory Committee and Board of Directors
- Data & Graphics Repository



FIGURE 6: FINAL REPORT EXAMPLE PREPARED BY TMD

# Project Schedule

As directed in the RFP, TMD has prepared the following master schedule for YoloTD’s proposed SRTP update (see Figure 7 below), incorporating all items and milestones defined in the scope of services and presented in our proposal. Our team-based approach allows multiple items to be completed concurrently, making the best use of time and resources. Should YoloTD select TMD, we would review this timeline with staff and make any adjustments needed as part of the project management and coordination work noted in our work plan.

Our team proposes a nine month timeline in order to complete the SRTP update by the end of year. Upon the Notice to Proceed, we will meet with YoloTD staff to confirm expectations, management and administrative protocols, and a mutually acceptable schedule of milestones and meetings. There are no unusual conditions or events that would impede our ability to complete YoloTD’s SRTP within the proposed time frame.

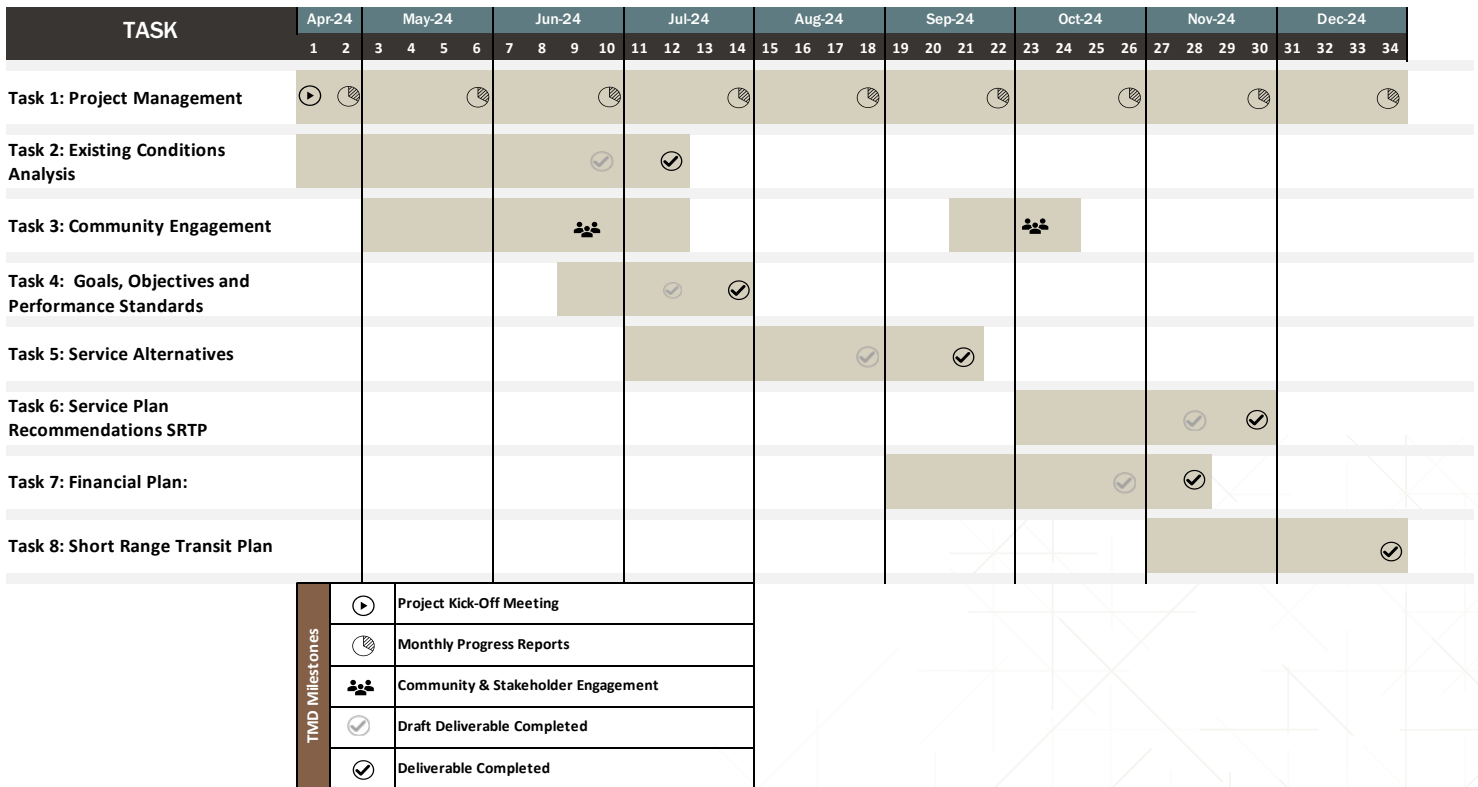


FIGURE 7: PROPOSED PROJECT TIMELINE

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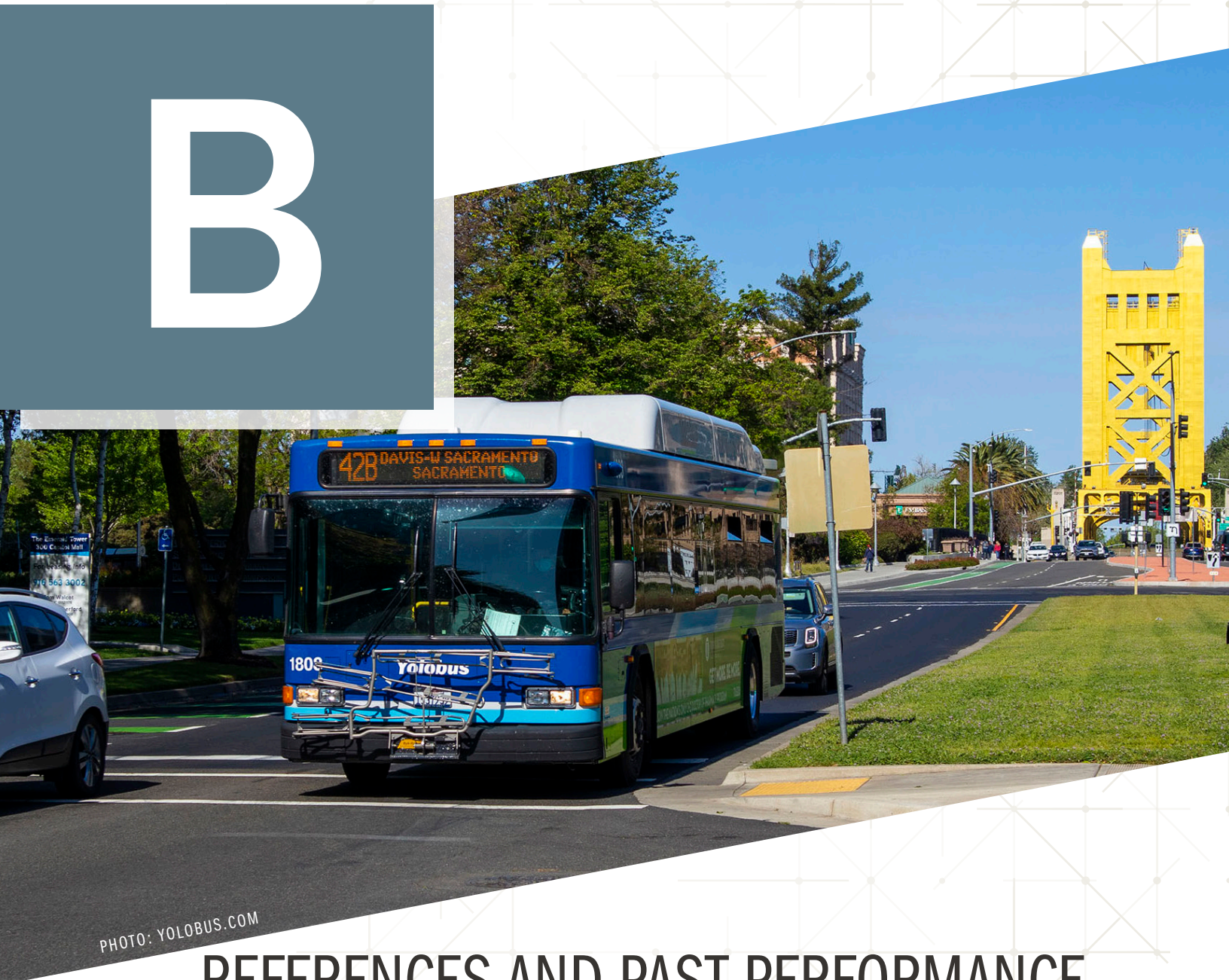


PHOTO: YOLOBUS.COM

# REFERENCES AND PAST PERFORMANCE

# Relevant Project Experience & References

As an industry leader in transit planning and restructuring, TMD specializes in the type of data analysis, network and service evaluation, and implementation support needed for this SRTP update. Our market-based planning approach, coupled with real-world operational expertise, enables TMD to help transit systems optimize their service without adding costs, building a foundation for sustainable long-term success.

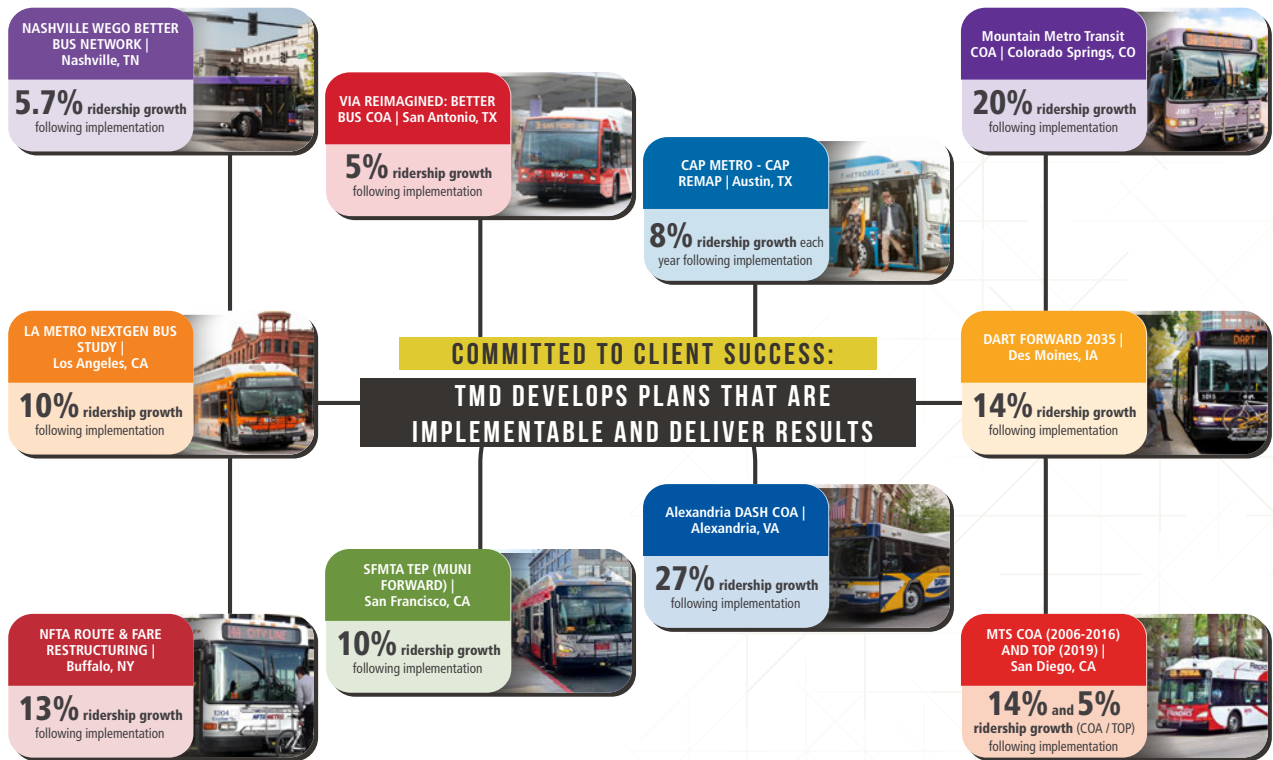
Over the past three decades, we have successfully delivered over 500 transit plans for a myriad of transit agencies throughout the United States and abroad.

Notable among our clients' experiences is a consistent pattern of sustainable ridership growth driven by our firm's rigorous data-driven analytical approach, application of industry best practices, innovative, and collaborative stakeholder engagement. A few examples of systems that grew ridership as a result of TMD's plans are illustrated in Figure 8 below.

To demonstrate our qualifications to successfully undertake the development of this SRTP, we have included a Summary Project Experience Table (Figure 9) on the following page that summarizes TMD's experience conducting projects that included techniques and analyses similar to those proposed in our team's work plan.

Following the Summary Project Experience Table, we've provided detailed project descriptions and reference information for projects that we utilized similar techniques and analyses to our proposed workplan for YoloTD's SRTP. These projects are indicated by a check mark in the Summary Project Experience Table. Beginning on page 29, we have also included detailed relevant project summaries for our subconsultant partners. Each project summary includes the project dates, a brief summary description of the project, the client reference, and contact information.

FIGURE 8: RESULTS FROM TMD'S PAST PLANS





# B References and Past Performance

**FIGURE 9: SUMMARY PROJECT EXPERIENCE TABLE**

Firm	Project Dates	Client, Project, & Location	Project Details	More Details Included
TMD	2022 2023	Riverside Transit Agency Sustainable Services Strategic Plan (Riverside, CA)	Existing Service and Market Conditions Evaluation • Near Term Service Recommendations • Public Engagement • On-board and Community survey • Service Standards update	✓
TMD	2022 2023	DART Des Moines Paratransit Analysis (Des Moines, IA)	Review of Eligibility Requirements • Review of Service Area Boundaries • Public Outreach including Focus Groups • Paratransit Department Organization Structure Review • Short and Long Term Recommendations	
TMD	2022 2023	Sun Tran Comprehensive Operational Analysis (Tucson, AZ)	Existing Service and Market Conditions Evaluation • Equity Analysis • Short and Long Term Recommendations • Public Outreach • Bus Stop Inventory • Large Student Population	
TMD	2022 2023	Orange County Transportation Authority - "Making Better Connections Study" (Orange County, CA)	Existing System Evaluation • Service Expansion Plan to Pre-COVID Levels • Implementation Guidance • Title VI Analysis	
TMD	2021 2022	Merced County Association of Governments - Short Range Transit Plan (Merced County, CA)	Ridership & Performance Trends • Service and Market Conditions Evaluations • Service Strategies Recommendations • Comprehensive Stakeholder and Public Outreach • Service Standards	✓
TMD	2021 2022	Kings County Association of Governments - KART Hanford Fixed Route Study (Hanford, CA)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Community survey • Realignment of routes to serve new Transit Center	✓
TMD	2021 2022	Regional Transportation Commission of Washoe County Transit Optimization Plan Strategies (Reno, NV)	Market Assessment • Existing System Evaluation • Short and Long Term Service Plan • Public Involvement • Strategies to Improve Customer Experience • Evaluation of Current Fare Structure	
TMD	2021 Present	Solano Transportation Authority - Solano County Connected Mobility Implementation Plan (Solano County, CA)	Existing System Evaluation • Assessment of Current and Future Trip Patterns • Developed Performance Measures • Regional Integration Strategies • Micro Transit	
TMD	2021 Present	Detroit Department of Transportation On-Call Planning Support (Detroit, MI)	COA • Market Assessment with LBS data • Existing System Evaluation • Immediate Service Plan to address driver shortages • Scheduling Support • Public Involvement • ZEB/BEB Fleet Plan • Operations SOPs	
TMD	2020 2021	Mountain Line (NAIPTA) – Strategic Investment Plan (Flagstaff, AZ)	Existing Operations and Service Analysis • Operator Survey and Interviews • Capital and Operating Needs Analysis • Capital Improvement Plan • Cost Allocation Model • Financial Plan	
TMD	2020 2021	Birmingham- Jefferson County Transit Authority - "Forward with MAX" Comprehensive Operational Analysis (Birmingham, AL)	Public Involvement • Existing System Evaluation • Short and Long Term Service Plan • Implementation Guidance • Title VI Analysis • Financial Plan • Operations Analysis	
TMD	2020 2021	NJ TRANSIT - "NewBus Newark" Bus Network Redesign (Newark, NJ)	Existing Conditions and Market Assessment • Service Evaluation • Stakeholder and Public Involvement • Service Development Framework • Service Plan • Capital Plan • Financial Plan • Title VI Analysis	
TMD	2020 2021	Riverside Transit Agency COVID-19 Systemwide Service Reduction Recommendations and Implementation Support (Riverside, CA)	Existing System Evaluation • Short Term Service Plan to address operator shortages and right size service • Implementation Guidance • Title VI Analysis • Microtransit implementation plan	✓
TMD	2019 2020	Human Resources Development Council - "Streamline 2020" Transit Development Plan (Bozeman, MT)	Existing Service and Market Conditions Evaluation • Service Strategies Recommendations • Public Outreach • Implementation Guidance • Large Student Population	
TMD	2019 2020	City of Mountain View - Shuttle Study (Mountain View, CA)	Short and Long Term Mobility Strategies • Current Market Conditions & Service Performance Evaluations • Micro-Transit Evaluation • Community Survey	
TMD	2019 2020	Rock Region METRO - "R.I.D.E. 2020" Comprehensive Operations Analysis (Little Rock, AR)	Data Collection • Service and Market Conditions Assessment • Ridership and Performance Trends Analysis • Public Engagement • Funding Scenarios • Service Standards (add on)	
TMD	2018 2020	Los Angeles County Metropolitan Transportation Authority - NextGen Bus Plan (Los Angeles, CA)	Utilize LBS Data for Travel Patterns • Equity-Focused Line by Line and Corridor Analysis • TSP Toolbox • Stakeholder Engagement • Three Service Scenarios	
TMD	2017 2020	Sound Transit ST Express Network Plan & Service Standards Update (Seattle, WA)	Existing Service Evaluation • Market Assessment • Express Bus Network Plan • Future Expansion Plan • Service Standards Update • Capital Plan • Financial Plan	✓
TMD	2017 2020	Nashville WeGo Public Transit - "Better Bus" Comprehensive Operations Analysis (Nashville, TN)	Market Analysis • Ridership & Performance Trends Evaluation • Funding Scenarios • Operations Review • Large Student Population	

# MERCED COUNTY ASSOCIATION OF GOVERNMENTS



## SHORT RANGE TRANSIT PLAN (2021-2022)

Between Summer 2021 and Spring 2022, TMD facilitated a comprehensive Short Range Transit Planning (SRTP) effort for the Merced County Association of Governments (MCAG). This effort represented an up-to-date assessment of MCAG's service delivery of its countywide transit program, called "The Bus," and resulted in the development and finalization of a comprehensive Short Range Transit Plan, covering Fiscal Years 2022-2030.

Covering a widespread service area consisting of several densely-populated urban zones, a major university, a range of suburban typologies, small towns, and rural regions, MCAG delivers mobility offerings that seek to fulfill a wide variety of local needs. This varied mobility environment also poses operational challenges that require creative solutions. Using advanced service and operating data analytics tools and location-based services data, TMD took a holistic look at current bus ridership and general mobility trends across Merced County to identify opportunities and challenges in service delivery. We compared general public travel origin-destination data with transit service, reviewed public opinion and survey data, and generated ridership and performance reports for each specific route and service systemwide. Combined with a thorough assessment of Merced County's mobility market, for which TMD conducted in-depth analysis of demographic data and existing development plans, the service and operational evaluation enabled TMD to deliver informed recommendations for network improvements, incorporating route realignments, frequency adjustments, and modal optimization. Specifically, TMD generated two sets of network recommendations – one that addresses the network in its current structure, and a second that envisions the integration of The Bus and UC Merced's separate transportation system. TMD oriented the two alternatives to be implemented with a phased approach, and conducted detailed calculations to confirm that the costs of each alternative are largely budget-neutral.

The project also included a comprehensive stakeholder and public outreach effort. We conducted multiple stakeholder advisory committee meetings, separate meetings with local city representatives, two rounds of in-person/virtual public outreach, two survey efforts soliciting public input, and the development of an interactive project website. Furthermore, we facilitated focused participation sessions with representatives from UC Merced, resulting in key input that informs a potential partnership between The Bus and the university's separate transit system.

The final draft of the 2022-2030 MCAG SRTP was completed and shared with the public in spring 2022 and was adopted by the MCAG Board in August 2022. The SRTP includes not only the network improvement recommendations, but also MCAG's overall mobility guiding principles/goals, updated service standards, detailed operating costs/budget forecast, comprehensive capital plan, bus electrification plan, and stop design/fare policy guidelines. Having conducted expert research and analysis to deliver each of these SRTP elements, TMD provided MCAG with an informed and effective roadmap for effectively delivering mobility services over the next decade.



### TIME FRAME

2021 to 2022

### PROJECT STATUS

Complete

### CLIENT

Merced County Association of Governments  
369 West 18th Street  
Merced, CA 95340

### CONTACT

Jose Perez  
Assistant Transit Manager  
(209) 723-3100 ext. 800  
Jose.perez@mcagov.org

### PRINCIPAL-IN-CHARGE

Russ Chisholm

### PROJECT MANAGER

Ron Kilcoyne

### ADDITIONAL KEY PERSONNEL

Bobbi Jo Duley, Graphic Designer



# RIVERSIDE TRANSIT AGENCY



## SUSTAINABLE SERVICE PLAN (2022-2023)

Beginning in Fall 2022, TMD worked with RTA to complete a comprehensive operations analysis on a tight timeline (within 6 months). TMD conducted an in-depth analysis of existing service performance and travel patterns using Replica Data, with special emphasis on how these have changed since the COVID-19 pandemic. TMD also executed two surveys (community survey and on-board rider survey) and a comprehensive public and stakeholder outreach process, which included engaging with staff and students from UC Riverside, Riverside City College, and Mt. San Jacinto College. Using this data, combined with the results of extensive public outreach, TMD produced a service plan that rebalanced existing resources to better meet RTA's riders and the communities needs. TMD also proposed future expansion of service, as ridership returns to the system, or as additional funding becomes available. The plan was approved by the RTA Board in March 2023.

In addition to designing the plan, TMD also conducted a Title VI analysis to ensure that the service changes did not cause disproportionate impacts on minority or low-income populations. Following the adoption of the plan, TMD worked with RTA to revise and update RTA's service standards and warrants to better reflect the current operating environment.

## SYSTEMWIDE SERVICE REDUCTION RECOMMENDATIONS & IMPLEMENTATION SUPPORT (2020-2021)

In October 2020, TMD contracted with RTA to develop a service reduction plan for FY22 in response to a decline in revenue resulting from COVID-19. TMD identified over \$3 million of potential resource savings, looking at the lowest-performing parts of the network. Guiding strategies for identifying service reductions included: maintaining the integrity of the core network; adhering to established performance standards; reducing overlap/duplication of services; and, replacing under-performing services with microtransit pilots. TMD calculated the number of riders impacted by the service changes and conducted a Title VI analysis to ensure there were no disproportionate impacts on minority or low-income populations. The plan was approved by the Board of Directors in January 2021.

One of the major outcomes of the plan was the design of a new microtransit pilot in Hemet/San Jacinto to replace under-performing fixed-route services. TMD designed the service boundaries and operating parameters of the microtransit pilot as well as a new fixed-route service circulator operating within the zone. The pilot was implemented in December 2022, and in its first few months of operation carried over 150 daily riders and over three boardings per revenue hour.

Following Board approval TMD worked with RTA's planning and procurement department to support the implementation of the microtransit pilot service. First, TMD developed a Request for Information to identify potential software and operations vendors based on the service area. TMD then collaborated with RTA staff to develop a Scope of Work for the service based on vendor responses, staff interviews, and best practices for microtransit service design to include in a RFP.



### TIME FRAME

2022-2023, 2020-2021, 2019

### CLIENT

Riverside Transit Agency  
1825 Third Street  
Riverside, CA 92517

### CONTACT

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### PRINCIPAL-IN-CHARGE

China Langer

### PROJECT MANAGER

Melissa Sather

### ADDITIONAL KEY PERSONNEL

Gary Hewitt  
Ben Salter  
Anna Joos  
Russ Chisholm  
Bobbi Jo Duley



# RIVERSIDE TRANSIT AGENCY CONT.

The pilot was implemented in December 2022, and in its first few months of operation it continues to carry over 150 daily riders and over three boardings per revenue hour.

“

*As the COVID-19 pandemic progressed, RTA staff realized that service needed to be adjusted further in order to save limited resources and more efficiently serve riders. TMD was hired to come up with a system-wide service reduction plan that maximized efficiencies while maintaining lifeline services. TMD quickly identified modifications for the Agency that, if approved, are estimated to save us over \$3 Million annually. Not to mention they did it over a span of a couple of months during the holidays. TMD staff is efficient, friendly and intelligent and RTA is so thankful that they were hired to take on this task.*

– Kristin Warsinski, CEO | RTA

## TITLE VI PROGRAM UPDATE (2019 & 2022)

TMD worked closely with Riverside Transit Agency (RTA) under a tight timeline to update its Title VI Program in 2019 and in 2022. TMD updated RTA's Title VI Program in accordance with FTA Circular 4702.1B guidelines. The document was developed in compliance with Chapter III, Part 4 of the FTA Circular, which outlines the required components of a Title VI Program. Our work included:

- Updating demographic data for RTA service area (including minority, low-income, and Limited English Proficiency (LEP) analysis)
- Updating rider profile based on recently-collected on-board survey results
- Documenting all RTA policies related to Title VI
- Evaluating RTA performance and service standard adherence
- Summarizing service and fare changes since the last program update

The final Title VI Program Update was adopted and approved by the RTA Board in October 2019 and again in June 2022.



# SOUND TRANSIT



## SOUND TRANSIT SERVICE PLANNING SUPPORT CONSULTANT (2022-PRESENT)

TMD is currently engaged in an on-call planning support contract with Sound Transit. TMD is serving as an extension of staff, assisting with tasks ranging from service costing and financial forecasting, developing performance monitoring tools and dashboards, reviewing and editing reports, creating service planning maps, and conducting an overhaul of Sound Transit's Service Standards policy. Much of the work centers around helping Sound Transit prepare and plan for its robust future expansion of light rail over the next 20 years and the associated required changes to its express bus services.

## TRANSPORTATION NETWORK PLAN AND SERVICE STANDARDS UPDATES (2017-2019)

Sound Transit retained TMD's services to complete a comprehensive operational analysis (COA) of the Sound Transit Express bus service, update agency service standards, and develop the 2025 Sound Transit Express Network Plan. Since the system's last COA, nearly ten years ago, strong regional growth has not only increased demand for ST Express service, but also led to growing traffic congestion on key bus corridors, increasing customer delays and degrading service quality.

TMD completed a system-wide COA of the express bus network. The market-driven and service-based assessment captured the existing conditions of the regional service. Findings from the COA informed the development of the 2025 Sound Transit Express Network Plan. TMD structured plan recommendations in phases to complement the system expansion timeline. Near-term recommendations (2019-2021) focused on improving the customer experience by making the system more efficient, more consistent, and easier to understand, navigate, and access. TMD also developed longer-term recommendations with corridor- and route-level concepts for a highly integrated service network, supporting Link light rail, Stride bus rapid transit, and Sounder commuter rail with ST Express bus service. Improved network integration and connectivity with Sound Transit's transit partners, King County Metro, Community Transit, and Pierce Transit, was also achieved through collaborative brainstorming focused on an improved the customer experience while increasing overall network efficiency and effectiveness.

Our work also included a two-step update to Sound Transit's 2014 service standards and performance measures to reflect state-of-the-art industry practices consistent with existing and future service programs. During Phase 1, TMD restructured the existing service standards and performance measures to better reflect current Sound Transit operating procedures and provide better consistency across all modes. After conducting an in-depth peer review, TMD developed recommendations for Phase 2 and worked with Sound Transit to design a service standards and policy document that meets current agency needs while planning for future services and demands.



### TIME FRAME

2022-Present, 2017-2019

### CLIENT

Sound Transit  
401 S. Jackson Street  
Seattle, WA 98104

### CONTACT

Michael Couvrette  
Service Planning Manager  
(206) 689-3399  
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### PROJECT MANAGER

China Langer (Service Planning Support)  
Russell Chisholm (Network Plan)

### ADDITIONAL KEY PERSONNEL

Daniel Peña  
Melissa Sather  
Gary Hewitt  
Bobbi Jo Duley



# KINGS COUNTY ASSOCIATION OF GOVERNMENTS



## KART HANFORD FIXED ROUTE SCHEDULE STUDY (2021 - 2023)

KART is in the process of relocating the Hanford Transit Center approximately a half-mile to the east of its current location. Currently, all routes operate every half hour out of the transit center, and moving it will disrupt cycle times, affecting the ability of all routes to meet up at the same time. Since the routes could not continue to operate in their current configuration, KART was presented with an opportunity to rethink the design of the entire fixed-route system. KART asked TMD to take an in-depth examination of mobility needs in Hanford, and to develop a new fixed route network to better meet those needs. The new fixed route network will be implemented in conjunction with the opening of the new transit center, anticipated later this year. The study developed three service scenarios, a base scenario based on existing funding, and two scenarios requiring different levels of increased funding. Today, all routes operate as one-directional loops. The plan focused on introducing bi-directional service to reduce travel time for riders, making transit more convenient. The restructured routes also facilitate more direct cross-city connections without having to transfer. The study included recommendations for new stop locations associated with introducing bi-directional service, identification of needed improvements at stops, and draft schedules for the new routes. The study also considered anticipated long-term changes to the region such as the opening of the High-Speed Rail station to the east of Hanford and how that station could be served by KART. The plan was adopted by Kings County Area Public Transit Agency (KCAPTA) in December 2022.



### TIME FRAME

2021-2023

### CLIENT

Kings County Association of Governments  
339 W. D Street, Ste B  
Lemoore, CA 93245

### CONTACT

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Regional Planner  
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### PRINCIPAL-IN-CHARGE

China Langer

### PROJECT MANAGER

Ron Kilcoyne

### ADDITIONAL KEY PERSONNEL

Melissa Sather  
Al Bolan  
Bobbi Jo Duley



## K E A R N S W E S T

Kearns & West’s relevant project experience includes:

### ■ CALIFORNIA HIGH SPEED RAIL ENGINEERING AND ENVIRONMENTAL PLANNING | NORTHERN CALIFORNIA (2016-PRESENT)

Kearns & West leads stakeholder engagement and outreach efforts in the San Francisco-San Jose-Merced corridor. As a subconsultant to HNTB, Kearns & West strategizes, designs, and implements public workshops, community and technical working group meetings, targeted outreach to environmental justice communities, coordination with landowners on the project’s permission-to-enter process, informational materials, and content for the Authority’s Environmental Impact Reports.

Public open house meetings — both in-person and online — have focused on sharing information with the public on the environmental review process and the proposed project alternatives, including anticipated impacts. Kearns & West also developed a series of flyover videos (to illustrate the proposed corridors), numerous fact sheets and newsletters in multiple languages, and all of the presentation materials for the meetings. Kearns & West staff monitor and track online comments and manage the telephone call comment lines that allow members of the public to ask questions and submit comments.



#### Rebecca Tabor, Northern California Engagement Manager

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### ■ MTC PLAN BAY AREA 2050+, TRANSIT 2050+ | BAY AREA, CA (2023-PRESENT)

In this current project, Kearns & West is supporting the Metropolitan Transportation Commission on their long-range transportation plan known as Plan Bay Area 2050+, along with other regional initiatives including Transit 2050+ and a regional transportation funding measure.

Kearns & West’s work is focused on developing the Draft Blueprint to move the Bay Area’s vision for transportation, housing, the economy and the environment forward. Kearns & West is supporting 15 pop-up workshops throughout the Bay Area, leading a public online survey that will also be distributed by CBO partners, and planning digital workshops with key stakeholders. As part of the effort, Kearns & West developed the training guide and facilitation plan for workshops, led a training session for staff, and developed handouts and other collateral material.

Kearns & West is currently supporting digital engagement and planning for 2024 outreach.



#### Leslie Lara-Enriquez, Assistant Director, Public Engagement

Metropolitan Transportation Commission  
375 Beale St., Suite 800, San Francisco, CA 94105  
(415) 778-5258 | [llara-enriquez@bayareametro.gov](mailto:llara-enriquez@bayareametro.gov)



FIGURE 10: K&W PUOP-UP WORKSHOP FOR TRANSIT 2050+ (PHOTO CRED: MTC)

# B References and Past Performance

## ■ MERCED INTERMODAL TRACK CONNECTOR (MITC) PROJECT | MERCED, CA (2022-PRESENT)

Kearns & West leads the stakeholder and public engagement effort for this CEQA/NEPA process around the design and environmental planning process to link Amtrak San Joaquin's, ACE, and High-Speed Rail trains in Merced. The effort includes managing public hearings and workshops, developing informational tools to educate and solicit input from community members, stakeholder coordination with various jurisdictions and community-based organizations, and outreach meetings, pop-ups, canvassing, and other events.

Kearns & West managed the project scoping meeting, including developing informational materials, sending notifications to more than 1,500 stakeholders and community members, and prepping comment forms. Kearns & West also prepares updates for the project webpage, is overseeing the permission to enter process, and is scheduling meetings with property owners, elected officials, and community organizations

**Dan Leavitt, Manager of Regional Initiatives**  
San Joaquin Joint Powers Authority (SJJPA)  
949 Channel St, Stockton, CA 95202  
(209) 944-6266 | dan@acerail.com



FIGURE 11: K&W PUBLIC MEETING FOR MITC PROJECT



GHD's relevant project experience includes:

## ■ COUNTY ROAD 98 BIKE & SAFETY IMPROVEMENTS PHASE II INTERSECTION DESIGN | YOLO COUNTY, CA (2016-PRESENT)

Yolo County Public Works Division has retained GHD to evaluate intersection improvements along County Road (CR) 98 between West Covell Boulevard (CR 31) and Hutchison Drive and intersection improvements at Hutchison Drive, Russell Boulevard, and Covell Boulevard. We conducted a thorough analysis of the corridor, documenting traffic impact issues, high accident locations, sight visibility issues. A comprehensive traffic analysis and speed surveys were conducted at the study intersections conditions to understand the underlying issues associated with the existing roadway to improve the area now and in the future.

GHD held a Public Meeting to gather the public opinion on the projects. Large aerials of the roadway were printed and displayed to allow the community to make comments regarding the improvements they wished to see.

During the determination of suitable improvements at each intersection, the County and GHD staff considered the following three alternatives at each study intersection: 1) Unsignalized (Stop-Controlled) Alternative, 2) Traffic Signal Alternative, and 3) Roundabout Alternative. The findings from this study resulted in the identification of proposed roadway improvements aimed to improving the safety and mobility of the corridor. Specifically, these improvements aim to reduce roadway speeds and potential conflict points within the corridor.

**Darlene Comingore, PE, Principal Civil Engineer**  
Yolo County Public Works Division | Community Services Department  
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## B References and Past Performance

### ■ SAN LUIS OBISPO TRANSIT YARD SOLAR ARRAY, ZERO EMISSION BUS (ZEB) EV CHARGING, AND BUS BAY PARKING OPTIMIZATION STUDY | SAN LUIS OBISPO, CA (2020-2021)

GHD initiated traffic engineering services to the City of San Luis Obispo under an On-Call Traffic Engineering and Transportation Planning Services Contract. Under this Contract, GHD provided services for the Transit Yard Solar Array, EV Charging, and Bus Bay Parking Optimization Study. The goal being the development of a solar array solution that blends current operational needs, future fleet expansion, and electric charging infrastructure to achieve long term effectiveness of the facility for a 100% zero-emission battery electric bus (BEB) fleet.

City of San Luis Obispo has managed short and long-term transit planning for the expansion of its transit fleet from the current 17 revenue vehicles to no less than 25 vehicles, in an effort to support expanded transit operations over the next 10-15 years. In addition, the City adopted Major City Goals, which would require the transit fleet to be 100% zero-emission by 2035, exceeding the California Air Resource Board adopted Innovative Clean Transit (ICT) fleet rule deadline of 2040.

GHD reviewed the initial site operations through collaboration and coordination with City's Transit Manager and the City's Onsite Operations & Maintenance Contractor, First Transit. The goal being to understand and document the operational knowledge, site circulation, and workflow process for dispatching vehicles throughout the day.

GHD developed alternatives for circulation, parking layout, and preliminary restriping plans needed to accommodate the larger fleet size within the constraints of the City's new solar arrays and electric vehicle charging infrastructure. Through review of the constrained site, tandem parking was recommended within the limits of the solar array canopies, and charging infrastructure placed within the protection of the structure's post system.

GHD provided consultation as part of the optimization parking layout analysis, considering electric charger vendors, charger locations, and electric vehicle infrastructure upgrades as part of the readiness program.

GHD provided a review of the City's participation in the PG&E's EV Fleet Program, detailing the City's responsibilities to EV infrastructure.



**Brian Rodriguez, Project Manager**  
San Luis Obispo Public Works  
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### ■ RUSSELL BOULEVARD / ARLINGTON BOULEVARD ROUNDABOUT | DAVIS, CA (2022-CURRENT)

The intersection of Russell and Arlington Boulevard serves as a multimodal gateway between the City of Davis and rural Yolo County. On a typical weekday, 8,000 cyclists, 20,000 vehicles, and more than 13,000 transit riders use the corridor, where they encounter an awkward configuration of merges and uncontrolled left turns. As the first step of its Russell Boulevard Corridor Vision Plan, the City of Davis is coordinating with GHD to convert the intersection into a roundabout.

We have conceptualized two alternatives for the project, both of which center on phased implementation of a protected, "Dutch style" roundabout—utilizing dedicated bikeways, channeled islands, and yield lines to separate travel modes. Additional design measures include geometric/complete streets, connections to the UC Davis trail system, and transit accommodations. Alongside design, it is expected that the project will include a substantial outreach effort.

GHD is currently working closely with the City to finalize the contract, select the preferred alternative, and move to final design.



**Ryan Chapman, Project Manager**  
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C



PHOTO: YOLOBUS.COM

# SERVICE AND DEPLOYMENT PLAN

# Team Qualifications

For the past 35 years, Transportation Management & Design, Inc. (TMD) has been dedicated to supporting a Vision. Plan. Implement. approach to improving transit systems, enabling agencies to optimize their resources to operate more efficiently and grow ridership strategically and sustainably. Our projects have encompassed everything from 1) “blank slate” reimagining of transit networks and services, to 2) “tweak and tune,” to 3) phased service refinements that respond strategically to future developments, market demands, and financial realities. As an industry leader in transit planning, TMD specializes in the data analysis, service evaluation, market analysis, community engagement, and customer-focused network planning needed to complete YoloTD’s Short Range Transit Plan.

**TMD is dedicated to ensuring positive and sustainable results for our clients by promoting a transparent and collaborative working relationship. We approach our work with a sincere commitment to the following principles:**

## Experienced Staff Committed to Success

TMD’s business practice is grounded in our confidence to deliver results that exceed client expectations consistently. Our team is dedicated to ensuring positive and sustainable results by promoting responsiveness and flexibility throughout our project engagements. Several of our senior managers have served numerous years at transit agencies, bringing firsthand knowledge of bus, paratransit, and specialized transit systems. This collective experience adds value to our practice and helps ensure our work is innovative, comprehensive, and readily executed.

Improving quality of life, economic development, and social equity through enhanced public mobility is the primary focus of every TMD engagement.



VISION. PLAN. IMPLEMENT.

### # DUNS Information

Transportation Management & Design, Inc.  
809587769

### Legal Structure

TMD is a privately-owned California C-corp founded in 1988 and established in 1998.

### Location

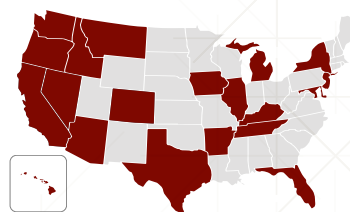
Our office is headquartered in San Diego, CA, with regional support in the San Francisco Bay Area, New York, Phoenix, British Columbia, and Melbourne (AU).

### Our Staff

We have a staff of approximately 20 transit professionals, several of which have served numerous years within public transit agencies across the country.

### Certifications

We are a women-owned business, certified as a Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) across the U.S.



### Project Team

TMD, Prime  
Kearns & West, Subconsultant  
GHD, Subconsultant

### Point of Contact

China Langer, President | clanger@tmdinc.net,  
(760) 476-9600, ext. 107

## Continuous Innovation

We utilize state-of-the-art technology tools and are constantly refining our practices and techniques. Through each project, we gain new insights and knowledge that we willingly share with clients to build innovative and sustainable results. Drawing from over 500 transit planning projects in our portfolio, we can identify areas where industry-proven strategies and adjustments can yield the greatest positive impacts.

Our industry experience is leveraged by the effective tools we employ to enable rigorous analysis and develop implementable plans. Our toolkit includes ArcGIS and PowerBI to visualize market and service conditions; Replica to better understand travel patterns; our Excel-based financial model to project out revenues and expenses to ensure our plans are sustainable; and Adobe Creative Suite to translate our findings and recommendations into dynamic and compelling visual messages to inform and engage riders, staff, and stakeholders.

We are also one of the few firms in the country with a dedicated scheduling practice proficient in Trapeze™, HASTUS™, and Optibus™ software.

## Responsiveness and Flexibility

TMD understands that each client operates with unique variables and deserves recommendations that respond to their specific needs. Grounded in our deep knowledge of industry best practices, we also welcome new ideas and opportunities that emerge from each agency's distinct operating environment. Our collaborative approach enables us to serve clients' interests effectively and provide timely, productive results.

As a small business, TMD strategically selects the projects we want to pursue. We want to complete this project because we see opportunities to help YoloTD grow ridership and improve service efficiency while addressing the challenges of post-COVID recovery.

Being selective with the projects we undertake allows us to focus our undivided attention and resources on each of the systems we work with in order to **create a plan that will be customized and actionable based on each client's unique needs.** We feel that YoloTD's scope of services aligns with our core practice areas and that our industry experience and unique and innovative tools could add real value to YoloTD.

## What Sets Us Apart

As a certified women-owned Disadvantaged Business Enterprise (DBE), it is important to us that our plans make positive contributions to all communities, regardless of age, race, or class. To accomplish this, we understand existing and future markets, examine travel patterns and trip usage, evaluate service effectiveness and operational efficiency, and engage productively with staff and community stakeholders to understand community mobility needs. **Because nearly every TMD project ends up in daily operation, we are committed to ensuring our recommendations work as expected and enhance mobility for everyone.**

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TMD will serve as the Prime Contractor for this project.

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## Teaming Approach

TMD approaches the selection of teaming partners based on each project's unique needs and the expertise needed to execute the work. TMD's approach to building our team was to include firms that:

- Demonstrate a record of success and longevity in the industry, and are recognized as experts in their respective subject matter areas;
- Complement and extend TMD's own strengths, providing YoloTD with a complete portfolio of expertise and experience upon which to draw.
- Have the availability to collaborate to support our team in potentially executing both this project and the City of Davis S RTP
- Brings local experience and understanding of regional mobility issues.

# C Service and Deployment Plan

Considering the principles listed above, TMD has partnered with **Kearns & West** and **GHD** in order to deliver a SRTP that will exceed the YoloTD's expectations.

## **K E A R N S ⚡ W E S T**

Founded in 1984, Kearns & West (K&W) has grown to be a national leader in collaboration, public involvement, and strategic communications. With offices across the U.S. and 120 people on staff, K&W's projects cover transportation as well as energy, marine and natural resources, community and regional planning, equity and inclusion, and technology. K&W's diverse geographic and sector portfolio allows them to continue to learn and innovate. K&W knows that transit system planning doesn't happen in a bubble, and they leverage experts to help communities understand issues more fully, allowing for substantive and valuable discussions.

Equity and inclusion are fundamental to Kearns & West. K&W partners with community-based organizations to ensure that diverse perspectives are at the table. They use targeted strategies to help underrepresented and vulnerable communities participate and contribute definitively to making decisions. This as a critical step in creating great projects; the most innovative, comprehensive, and viable solutions happen when there is equitable, meaningful participation.

K&W has built a team of transportation experts who are skilled in the planning, design, and community impacts of transportation investment and know how to engage the public. Their team members have worked on more than 150 different transportation-focused projects, from policy frameworks to planning and collaboration. They've worked in Yolo County and throughout the region on a variety of transportation, community planning, and natural resources projects. K&W understands the full arc of initiating and implementing projects, the value of meaningful public engagement, the impact of a community-informed plan, and the success of an outcome built on consensus and technical skill.

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**K&W will be leading all public outreach and stakeholder engagement taskwork in Task 3 for this project.**

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**GHD** provides transportation engineering, environmental, advisory, digital, utility, and construction services to public clients throughout California. Established in 1928, GHD remains privately wholly-owned by their people: 11,000+ diverse and skilled individuals collaborating across 200 offices. In California, they have 16 offices, home to 625+ employees. GHD's Sacramento office will serve as their HQ office while their Redding office will be providing GHD's core services for this project. GHD has a long history serving Northern California communities with high standards of safety, quality, and ethics across the entire asset value chain.

GHD's areas of expertise are focused on municipal services, including transportation, utilities, electrical, structural, environmental, streets, and traffic. Certifications and licenses include Professional Engineers, Professional Traffic Operations Engineers, Registered Geologists, Engineers-in-Training, Designers, Environmental Technicians, individuals with California Environmental Quality Act (CEQA) certifications and technical and support staff.

GHD, with its extensive experience in multi-modal transportation and Zero Emission Bus (ZEB) facility planning, brings valuable expertise to support YoloTD's Short Range Transportation Plan. In addition to GHD's knowledge of transit operations, planning, and capital, GHD offers general design expertise, including traffic planning. Their team will develop a capital plan that considers ZEB-related issues, including space constraints. Furthermore, they will propose service alternatives that support community-centric and sustainable multi-modal solutions. By leveraging their experience, GHD aims to provide actionable recommendations that comply with state and federal requirements, ensuring continued access to crucial funding for fixed route and paratransit services.

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**GHD will be providing support in Task 5 by leading the review of maintenance practices and the development of the Capital Plan, as well as leading the demand modeling in Task 6.**

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# Proposed Staff Qualifications

TMD approached the staffing for this effort with a clear understanding of YoloTD’s goal to develop a implementable Short Range Transit Plan. Our proposed team reflects all critical areas of expertise and experience needed to perform the tasks described in the proposed Scope of Work. Our project personnel bring a balance of broad experience with industry best practices and knowledge of mobility and transit issues in Yolo County. With our firsthand industry knowledge, strong track record, and familiarity with Yolo County, our team is well positioned and prepared to deliver an updated SRTP that meets or exceeds YoloTD’s expectations. Below we have included bios for the pro-posed key personnel, summarizing each staff member’s qualifications and project role. Detailed resumes for each staff member are included following the bios, beginning on page 41.



The TMD project team members include:

## Ron Kilcoyne | TMD

**Project Role: Project Manager**



Ron is an accomplished transit management professional with over 44 years of experience in the public transportation industry as both a system general manager and planning consultant. As a member of TMD’s senior management team, he brings firsthand industry experience with a range of transit systems across the country, where he built a strong track record of growing ridership and achieving cost efficiencies through operational improvements, sound fiscal management, and effective labor negotiations. He has planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. **As Project Manager, Ron will serve as the primary point of contact with YoloTD staff, and will be responsible for managing the project’s performance, schedule, budget, and staff resources. He will also lead the**

**development of Service Alternatives and the finalization of the SRTP Service Plan and Financial Plan.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- MCAG Merced Short Range Transit Plan
- KCAG KART Fixed Route Study
- HRDC Bozeman Transit Development Plan

## Russ Chisholm | TMD

**Project Role: Project Principal**



TMD Senior Principal, Russ Chisholm, brings more than four decades of experience in developing operationally efficient bus and rail transit systems that respond to market opportunities and meet consumer expectations. His legacy at each system was to lay the foundation for growing ridership and market share through financially sustainable operating and capital programs. His system reimagining, SRTP, and LRTP planning work is based on building sustainable communities through comprehensive lifestyle-mobility using a toolbox of integrated best practice options that prioritize transit, mobility-on-demand (shared-ride), and active mobility (biking, walking) within a Complete Streets environment. Russ has managed more than 100 successful transit network redesign and implementation projects across the country, building long-term relationships with transit clients through successful collaborations. **As Project Principal, Russ will support plan development and review all task work, ensuring the application of best practices and all deliverables meet TMD’s corporate QA/QC Standards. Russ will also lead the development of the SRTP Goals, Objectives and Performance Standards.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Sound Transit ST Express Network Plan
- SACOG Downtown Sacramento Transit Circulation
- Solano Transportation Authority Connected Mobility Implementation Plan

# C Service and Deployment Plan

## Daniel Peña | TMD



**Project Role: Deputy Project Manager**

Daniel has diverse experience working on transit planning, performance evaluation, and policy. Daniel has rejoined TMD after working as a Senior Transit Planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals, and working with stakeholders on regional projects. With his previous experience with TMD, Daniel worked on COAs throughout the US including Buffalo, LA, Austin, and San Antonio. He is also fluent in Spanish. **Daniel will be involved in all tasks, leading Task 2 Existing Conditions Analysis and will play a key role in the development of service alternatives in Task 5.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Sound Transit Service Planning Support
- Big Blue Bus COA
- VVTA COA

## Gary Hewitt | TMD



**Project Role: Paratransit / Microtransit SME**

Gary Hewitt brings over 28 years of transit planning and operations experience. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, the City of Irvine, LA Metro, and the City of Glendale. Through this experience, he has developed transit service recommendations for fixed route, paratransit and microtransit services, provided planning and implementation support for agency innovation projects, managed short and long range transit studies, and collaborated with Board members and stakeholders. **Gary will leverage his extensive experience within the transit industry to analyze YoloTD's paratransit service and support the development of non-fixed route alternatives.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- Des Moines DART Paratransit Study
- WTA Paratransit Analysis & Microtransit Feasibility

## Anna Joos | TMD



**Project Role: Technical Support**

Anna graduated from the University of Wisconsin – Madison, where she majored in Economics and Environmental Studies. Since joining TMD, Anna has supported a variety of projects including the RTA Sustainable Services Plan, where she led the evaluation of existing conditions and supported the development of the service recommendations, and the SunTran COA, where she served as the lead associate helping to develop their bus stop amenity program. **Anna will support all technical analyses throughout the project.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- SunTran COA
- Great Falls Transit TDP

## Bobbi Jo Duley | TMD



**Project Role: Graphic Designer**

Bobbi Jo Duley is a professional graphic and web designer with over 23 years of experience providing custom design and marketing services for a broad range of customers and projects. As TMD's inhouse graphic designer, she works closely with our clients to plan and produce online and print media, build custom project websites, and produce other collateral, such as surveys, brochures, posters, maps, etc., to inform and engage project stakeholders. Her custom graphics and infographics also help make TMD's technical planning work and deliverables more accessible to diverse audiences. **Bobbi will be responsible for translating our findings and recommendations into dynamic and compelling visual messages.**

# C Service and Deployment Plan

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- MCAG Merced Short Range Transit Plan
- KCAG KART Fixed Route Study
- HRDC Bozeman Transit Development Plan

### Britney Tran | TMD



#### Project Role: GIS Specialist

A graduate of the University of California, Berkeley, Britney majored in Environmental Design with minors in City Planning and Geographical Information System (GIS). Britney supports a variety of TMD's projects by conducting transit network analyses and mapping demographic data, service performance, existing infrastructure, and recommended route networks. Britney's interest in geospatial representation and design fosters her pursuit towards creating more sustainable modes of transportation. **Britney will support all technical analyses and will be responsible for creating all project maps including maps used in the market and service analysis as well as maps illustrating the service alternatives and final service plan.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- RTA Sustainable Services Plan
- Santa Clarita Transit Development Plan
- Great Falls Transit Development Plan



The K&W project team members include:

### Joey Goldman | K&W



#### Project Role: Engagement Lead

Joey Goldman leads the Transportation Practice for the firm and brings exceptional experience in transit planning and public engagement projects across the US. Joey has experience leading transit planning projects with focus groups, surveys, advisory committees, and workshops in rural communities and university cities in Northern California such as Chico/Butte County; Santa Cruz/Santa Cruz County and Merced/Merced County. Joey also

prepared the Virtual Engagement Guidebook for the National Center for Applied Transit Technology (N-CATT), and included case study interviews with Unitrans and YoloBus in the guide to provide recommendations for transit agency outreach in a post-pandemic world. Joey led the K&W team working on the SACOG Regional Transit Network Plan and is also managing stakeholder engagement for the Elk Grove Double Track Rail project, the Merced Intermodal Track Connection project, and megaregional work on the Link21 Engagement and Outreach contract. **Joey will work closely with the client and our project team to maximize the value of stakeholder and public engagement throughout the project. Joey will manage the team leading public engagement to support the development of the SRTP.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- Butte County Transit and Non-Motorized Plan
- Santa Cruz METRO Short Range Transit Plan
- Plan Bay Area 2050+ and Transit 2050+

### Vidya Bhamidi | K&W



#### Project Role: Engagement Deputy Lead

Vidya Bhamidi is a Senior Associate with Kearns & West. She has almost 10 years' experience spanning architecture, urban design, planning and policy. Her work with local and regional governments includes supporting decision making and aligning goals, processes and outcomes on projects focused on land use, transportation, and infrastructure. She has been coordinating engagement work in the Bay Area for MTC's Transit 2050+ project, Link21, and Northern California High-Speed Rail, and manages engagement for the Madera High-Speed Rail Station project. **Vidya will manage day-to-day public engagement strategy and implementation to support the development of the SRTP.**

## RELEVANT PROJECT EXPERIENCE INCLUDES:

- CA HSRA - Northern CA Deputy Outreach Manager
- Link21, Megaregional Outreach
- Madera High-Speed Rail Station Full-Build Ph. 3



## Eva Spiegel | K&W

**Project Role: Communications Lead**



Eva Spiegel is a Senior Communications Specialist with Kearns and West and has over 25 years of professional experience in public affairs, strategic communications, local government, and the nonprofit arena as both a team leader and project manager. Throughout her career, Eva has made a strong commitment to professional opportunities that enhance the public's understanding of important issues and inspire them to participate. Eva is seasoned at developing public affairs strategies, stakeholder engagement, and communications tools to help inform and engage large and small audiences. She is an expert in message development and translating complex ideas, issues, and policies into compelling content, news stories, and various communication products including print, web, video, social media, and collateral materials. **Eva will support communications strategy and implementation of local in-person engagement efforts.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Elk Grove Double Track Rail Project
- Link21, Megaregional Outreach
- League of California Cities, Director of Communications



The GHD project team members include:

## Paul Menaker | GHD

**Project Role: Senior Advisor, Task 6 Co-Lead, Demand Modeling**



Paul Menaker has over 30 years of experience in Transportation Planning, with proven success in project management. During this period, Paul has been heavily involved in the transit industry. He was responsible for the transportation analysis of major transit corridors, fulfilling the needed requirements for FTA and Local approvals. He has completed the transportation sections for Alternatives Analysis and Major Investment Studies for transit corridors throughout the United States. Paul is also an expert in traffic operations and travel forecasting. His most recent studies include Corridor System Management Plans for I-80, and I-205/I-5 in Northern California. His experience in traffic operations includes expertise in Traffic Simulation and Transit Signal Priority. **As the Senior Advisor, Paul will manage the GHD team as well as lead the demand modeling in Task 6.**

### RELEVANT PROJECT EXPERIENCE INCLUDES:

- Calgary Transit N. Central Transitway Project
- Santa Clara VTA Vasona Corridor LRT
- SacRT South Sacramento LRT

# C Service and Deployment Plan

Frank Penry, PE, PTOE | GHD



**Project Role: Task 5 Co-Lead, Capital Plan**

Frank Penry brings over 27 years of extensive experience in transportation planning and traffic engineering design, making him exceptionally well-suited to lead the Capital Physical Improvements for this project. Throughout his career, Frank has successfully managed numerous transportation studies and design projects, ranging from small-scale development impact assessments to large-scale roadway improvements. His tenure as City Traffic Engineer for the City of Petaluma underscores his expertise in administering and developing Municipal Traffic Engineering Programs, where he has demonstrated proficiency in navigating a diverse range of traffic engineering design standards and encroachment requirements. Frank's comprehensive skill set encompasses various aspects of traffic engineering, including traffic signal design, roundabouts, traffic calming measures, and streetscape enhancements. He is adept at developing construction traffic handling and detour plans for civil engineering projects, ensuring smooth project implementation while minimizing disruptions to the community. With a proven track record in traffic operations, transit signal priority, and environmental studies, **Frank is poised to provide invaluable insights and leadership in guiding the physical improvements aspect of the this SRTP's Capital Plan.**

#### RELEVANT PROJECT EXPERIENCE INCLUDES:

- AC Transit Line 97 South County Major Corridor Transit Performance Initiative (TPI)
- AC Transit East Bay Bus Rapid Transit PS&E
- AC Transit Line 51 Corridor Delay Reduction and Sustainability

Melissa Estrada | GHD



**Project Role: Lead Transit Planner**

Melissa is a seasoned manager renowned for her outstanding leadership in navigating intricate programs and projects, particularly within the realm of public transportation. During her tenure as a Transportation Planner at the City of Redding, Melissa oversaw the day-to-day management of Redding Area Bus Authority (RABA) demonstrating her expertise in federal and state compliance, audits, and strategic planning, including spearheading the RABA SRTP. Under her direction, RABA witnessed groundbreaking advancements, including the integration of zero-emission buses and the enhancement of transit infrastructure. Melissa's adept project management skills were further showcased in her role at WSP, where she played a pivotal role in guiding the Mid-Coast Corridor Transit Project to success, ensuring strict adherence to regulatory standards. With her hands-on experience in overseeing the RABA SRTP, Melissa brings invaluable insights to YoloTD's SRTP update project. Her meticulous attention to detail and forward-thinking approach will be instrumental in evaluating transit needs, and proposing sustainable solutions tailored to the community's needs. **Melissa will support the development of the service alternatives and the capital plan, assessing needs from a multi-modal transportation planning and transit capital (e.g., ZEBs) perspective.**

#### RELEVANT PROJECT EXPERIENCE INCLUDES:

- City of Redding Transportation Planning
- City of Redding Transit Transportation Planning
- Mid-Coast Corridor Transit Project

## Professional Resume

### Ronald Kilcoyne, *Senior Manager*

#### Overview

Ron Kilcoyne, Senior Manager, is an accomplished transit management professional with over 40 years of experience in the public transportation industry. Ron is a former General Manager of three different transit systems across the country, he has navigated distinct markets and organizational challenges, grown ridership, and achieved significant cost efficiencies through sound fiscal management and effective labor negotiations. In addition, he has successfully planned and implemented complex projects involving service redesign, fare restructuring, new facilities construction and operations, and advanced technology system improvements. His past executive management roles include General Manager, Lane Transit District (Eugene, OR); CEO/General Manager, Greater Bridgeport Transit Authority (Connecticut); and Transportation Manager, City of Santa Clarita (Los Angeles County). In addition to his firsthand industry experience, Ron has conducted a broad range of service planning and scheduling projects as a consultant, working closely with a variety of systems seeking to increase ridership and enhance their internal capacity and operations. His projects have largely focused on service restructuring including simplifying routes and other strategies for growing ridership, identifying operational efficiencies, developing conceptual schedules, estimating short and long term operating and capital costs, recommending fare policy changes, ZEB transition and developing staff training.

#### Relevant Experience

##### Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Project Manager (2021-2022)

- Ron developed a short range transit plan for Merced County, CA that includes recommendations for restructuring service, examining the possibility for consolidating UC Merced and Merced County transit systems, developing bus stop standards and specifications and a bus stop easement user agreement, fare policy, capital plan, vehicle electrification plan and marketing plan.

##### Kings County Fixed-Route Schedule Study, Kings County, CA, Project Manager (2021-2023)

- Ron developed an implementation plan for restructuring transit service in Hanford, CA in conjunction with the opening of a relocated Downtown transit hub. This plan included route alignments, bus stop locations, conceptual schedules and estimated costs for the recommended scenario and alternate funding scenarios.

##### Great Falls Transit Transit Development Plan, Great Falls, MT, Project Manager (2023-Present)

- Ron is evaluating and developing recommendations for the route structure for fixed route service, all aspects of ADA paratransit including the certification process and provision of service, BEB transition, staffing, capital planning, technology needs, and fare policy.

##### Solano Transportation Authority Connected Mobility Implementation Plan, Solano County, CA, Project Manager (2021-Present)

- Ron is developing recommendations for restructuring SolanoExpress service including developing a BRT lite component and plan for serving new corridors currently without transit.



#### EDUCATION

- BS, Business Administration, University of San Francisco, San Francisco, CA
- Advanced Scheduling Seminar, Regional Transit Training Center, University of Southern California, Los Angeles, CA
- Bay Area Urban Transit Institute
- Transit Management Effectiveness Program, University of California, Irvine
- International Transit Study Program, ENO Foundation

#### EXPERIENCE

- Transportation Management & Design, Inc.
- North County Transit District
- Nelson/Nygaard Consulting Associates
- Lane Transit District
- Greater Bridgeport Transit Authority
- Korve Engineering
- City of Santa Clarita
- AC Transit

**Years of experience: 44**

- Ron developed an overall mobility program for Solano County that identifies gaps and provides recommendation on improving integration of all services to increase use of shared ride services and reduce per capita VMT.

#### **AC Transit Network Redesign, Alameda County, CA, Deputy Project Manager (2023-Present)**

- Ron led the assessment of existing conditions and is currently leading the development of three draft scenarios. Draft scenarios were shared with stakeholders and the community in the Winter 2023.

#### **Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Task Lead (2023-Present)**

- Ron is leading the development of high quality transit corridor feasibility analysis. He is also assisting with the development of system improvements, financial plan and final plan.

#### **City of Santa Clarita Transit Development Plan (TDP), Santa Clarita, CA, Project Principal (2023-Present)**

- Ron is serving as Project Principal and is working closely with the project manager overseeing all aspects of the plan. SCT is an all contract operation providing local, commuter express, microtransit and ADA paratransit service to a rapidly growing outer suburban area of Los Angeles County. The TDP is taking a holistic examination of all aspects of the transit system and will make recommendations for service design, operating practices, funding and capital investment.

#### **City of Redding Short Range Transit Plan, Redding, CA, TMD Lead (2022-2023)**

- As a sub to LSC, Ron evaluated existing conditions, developed fixed route and microtransit service alternatives, reviewed and recommended fare policy, marketing plan and capital plan.

#### **Valley Regional Transit and City of Kuna Transit Study, Kuna, ID, Task Lead (2022)**

- Ron led the task reviewing prior relevant planning documents. He developed transit service alternatives for the City of Kuna ID- a growing city currently without transit services.

#### **City of Corona Cruiser COA for Fixed Route and Demand Response / Paratransit Service, Corona, CA, Project Manager (2022-2023)**

- Ron developed a short and long range plan for improving transit service in the City of Corona CA including route alignments, bus stop locations, conceptual schedules and estimated costs for the recommended scenario.

#### **City of Santa Clara Patrick Henry and City North Transit Analysis, Santa Clara, CA, Project Manager (2021-2022)**

- Ron developed recommendations for providing shuttle and/or on demand services to reduce VMT in new high-density mixed use developments in the City of Santa Clara.

#### **HRDC Redesign Streamline 2020 Transit Development Plan, Bozeman, MT, Project Manager (2019-2021)**

- Ron evaluated performance of existing service, developed a service plan to address future needs, developed governance and funding strategies to address growth and likely change from a rural system to a small urban system.

#### **City of Mountain View, CA, Shuttle Study, Project Manager (2019-2021)**

- Ron evaluated performance of existing service, identified unmet needs, developed short, medium and long-term transit plans, including funding and branding strategies.

#### **NELSON NYGAARD, PRINCIPAL (2016)**

#### **UC Merced Route Restructure and Schedule, Merced, CA, Lead Planner/Scheduler (2016)**

- Ron performed a review of existing routes provided by UC Merced Transit System, determined the best way to serve new off-campus housing, improved coordination with Merced County Transit System, and developed alternatives for low ridership times. Outcome included a simplified route network that increased frequency to all areas without increasing operating budget (beyond the amount set aside for serving new housing complexes) and elimination of overlap with Merced County Transit.



## Professional Resume

### Russ Chisholm, *Senior Principal*

#### Overview

TMD founder Russ Chisholm has spent 35 years building TMD into one of the premier transit-system redevelopment companies in North America. He brings more than three decades years of experience in developing operationally efficient bus and rail transit systems that respond to market opportunities and meet consumer expectations. His legacy at each system was to lay the foundation for growing ridership and market share through financially sustainable operating and capital programs. His system reimagining, SRTP, and LRTP planning work is based on building sustainable communities through comprehensive lifestyle-mobility using a toolbox of integrated best practice options that prioritize transit, mobility-on-demand (shared-ride), and active mobility (biking, walking) within a Complete Streets environment. He has also worked with numerous systems to ensure that fare policy, pricing, and technology match the integrated mobility network and consumer strategy. He has managed and directed more than 150 successful transit network reimagining and implementation projects across the country, building long-term relationships with transit clients through successful collaborations including dozens of on-call contracts. He has worked specifically with a number of university towns including Boulder (CO), Ann Arbor, (MI), Rochester (NY), Austin (TX), Arlington (TX), Lubbock (TX), Tempe (AZ), Bellingham (WA), and Bozeman (MT).

#### Relevant Experience

**Des Moines Area Regional Transit Authority (DART) On-Call Planning Services, Des Moines, IA, Project Principal (2014-Present)**

- Russ is currently serving as Project Principal for TMD’s second On-Call Planning Services contract with DART. Key task orders have included the DART Forward 2035 - Year 5 update, Customer Satisfaction Surveys, Title VI Service and Fare Equity Analyses, Financial Modeling, Organizational Assessment, Service Standards Update, and Scheduling and Planning Support.

**Southern California Association of Governments (SCAG) I-710 North Mobility Hubs Plan, Subject Matter Expert (2021)**

- Russ served as a transit service planning and operations subject matter expert supporting the identification of potential mobility hub locations north of the I-710 terminus in Alhambra to integrate multiple transportation modes. Project focused on identifying priority locations for grant funding.

**Riverside Transit Agency (RTA) COVID-19 Service Reduction Plan, Riverside, CA, Project Principal (2020-2021)**

- Russ served as Project Principal for a short project with RTA to identify service reduction strategies to save costs in the face of declining revenue due to the COVID-19 pandemic. Recommendations focused on maintaining network integrity by keeping frequency on the core network and optimizing service levels on lower-performing service. It also looked at introducing microtransit pilots where fixed-route service is less effective.



#### EDUCATION

Post-Graduate Program, Urban Geography, Boston University, Boston, MA

BA, Geography, Southern Connecticut State University, New Haven, CT

Mathematics, Rensselaer Polytechnic Institute, Troy, NY

#### AWARDS

Transportation Research Board, Pyke Johnson Award: San Diego Transit Service Refinement

PPTN Award: DART Suburban System (Dallas), Best Transit System over 250 Vehicles

#### EXPERIENCE

Transportation Management & Design, Inc.

St. Louis Metro

Dallas Area Rapid Transit

ATE Management & Service Company– Saudi Public Transport Company, Nashville MTA, and Connecticut Transit

**Years of experience: 46**

## **Rock Region METRO R.I.D.E. 2020 Comprehensive Operations Analysis, Little Rock, AR, Project Director (2019- 2020)**

- Russ served as Project Director for the Rock Region METRO R.I.D.E. 2020 project, a comprehensive evaluation and redesign of fixed-route transit and microtransit in Little Rock, AR. As Project Director, Russ oversaw the design of three alternative network scenarios based on different funding envelopes as well as a close examination of METRO’s local partner funding contribution matrix.

## **Denver RTD On-Call Transit Network Planning, Denver, CO, Project Director (2000-2019)**

- Russ was the Project Director for four consecutive Five-Year On-Call Contracts. Led many key projects over the 20-year period including: the US36 BRT Flatiron Flyer Service and Operations Plan, East Colfax BRT Corridor Service Optimization Plan, Downtown Denver Free MetroRide BRT, Cherry Creek/Glendale/DUS Corridor Study (Speer Leetsdale), RTD Mobility Hub Guidelines and Design Warrants, and RTD Bus Stop Amenities Policy. Led bus-rail network redesign for all new rail initiatives following the original SW Line as well as several projects focused on optimizing the bus and rail service network while integrating new microtransit options over a metropolitan area that encompassed over 20 cities.

## **RGRTA “Reimagine RTS” Transit System Redesign Project, Rochester, NY, Principal (2017-2018)**

- Russ served as Principal-in-Charge and technical design lead for “Reimagine RTS”, which focused on meeting the evolving mobility needs of the Monroe County communities. One of Russ’ key roles was to work with the Board, staff, and community stakeholders to develop a new Vision for public mobility through board retreats, staff workshops, and over 60 in-person events and numerous interactive online opportunities with community members. The Plan called for RTS to become the regional mobility manager for both transit and innovative microtransit. RTS is moving forward with implementation of “Reimagine RTS” following recovery from the COVID-19 pandemic.

## **Sacramento Regional Transit “TransitRenewal”, Project Principal (2011-2012, 2012-2017)**

- Russ served as Project Principal and provided technical direction for TransitRenewal, a comprehensive rethink of Sacramento Regional Transit’s (RT) bus and light rail system. TransitRenewal built from a large-scale transit visioning effort, the TransitAction Plan. TransitAction recommendations stretch to 2035, while TransitRenewal provided detailed service restructuring recommendations for the first phase of TransitAction. TransitRenewal focused on regrowing service sustainably, serving competitive market areas, increasing operational efficiency, and developing seamless network connections.

## **MTC Transit Sustainability Project, Bay Area, CA, Project Director (2010-2014)**

- Russ directed TMD’s work assisting MTC in assessing, developing, and implementing new market, service, and operating performance standards for Bay Area transit systems. TMD’s work focused on the principal contributors to financial sustainability: service performance (ridership generation and service effectiveness); operating efficiency (work rules, operating speeds, and daily delivery); and fare policy.
- TMD continued to assist MTC with implementation including: a) a “Call for Projects” initiative for urban trunk speed improvement, which TMD helped develop and later evaluated proposals from individual transit systems; and b) developing a “transit investment” scenario for the Regional Transportation Plan. Previous TSP subprojects Russ led included an organizational and operating model analysis for Marin/Golden Gate and assisting with development of an integrated bus/rail fare pilot for the Inner East Bay.
- Russ also directed the integrated restructuring of AC Transit Bus and BART rail service in the Inner East Bay including an organization/operating model assessment of transit in District 2 of Alameda County.

## **SACOG Downtown Sacramento Transit Circulation Plan, CA, Project Manager (2011-2012)**

- Russ managed the comprehensive study of bus and rail circulation in downtown Sacramento that involved all transit providers, including RT and other regional operators like El Dorado Transit as well as the planned streetcar initiative. The study focused on improving transit attractiveness, effectiveness, and efficiency through application of the transit speed improvement best practice toolbox, rethinking transit’s interaction with the active modes (walking and biking), and enhancing the customer experience. The study recommendations include consolidation of transit service on four key downtown streets with separate bus stops by service type (express and local), transit signal priority, bus and bike lane integration, and major improvement in the passenger wait environment, information availability, and signage.



## Professional Resume

### Daniel Peña, Senior Planner



### Overview

Daniel Peña has diverse experience working on transit planning, transit performance evaluation and transit policy. Daniel has rejoined TMD after working for six years as a transit planner for the Metropolitan Council in the Twin Cities, Minnesota. Daniel's work with the Metropolitan Council included evaluating transit service performance, developing long range transit plans, developing regional transit policy, peer research, evaluating grant proposals and working with diverse stakeholders on regional transit projects. With his previous experience with TMD, Daniel worked on Comprehensive Operations Analyses throughout the country, including Buffalo, Los Angeles, Austin and San Antonio.

### Relevant Experience

#### City of Santa Monica "Brighter Blue" Big Blue Bus Comprehensive Operational Analysis, Santa Monica, CA, Senior Planner (2023-Present)

- Daniel is currently on the team for Big Blue Bus's COA. He has worked on evaluating existing conditions, which included managing the market assessment and working on the evaluation of service performance.
- Daniel worked on the team for developing a service performance dashboard using PowerBI.

#### Sound Transit Service Planning Support, Seattle, WA, Senior Planner (2022-Present)

- Daniel is currently the lead planner working on Sound Transit's on-call planning support contract. He has worked on developing annual service plans, conducting quarterly service performance analyses and assisted in the development of several long range planning projects.
- Daniel conducted an analysis of peer regions' performance metrics to inform the development of Sound Transit Performance Standards

#### Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, Senior Planner (2023-Present)

- Daniel is currently on the team developing Victor Valley Transit Authority's COA. Daniel worked on conducting an analysis of existing conditions, which included developing an interactive tool analyzing transit performance at the segment level.

#### Great Falls Transit District Transit Development Plan. Great Falls, MT. Senior Planner (2023-Present)

- Daniel is currently on the team working Great Falls Transit's COA. Daniel is leading the effort to analyze and improve the agency's paratransit services.

#### Houston METRO Title VI Service Equity Analysis of Fare Policy, Houston, TX, Senior Planner (2023)

- Daniel managed the Title VI analysis of multiple fare policy scenarios for Houston METRO. The scenarios analyzed included alternate fare media, fare-capping schemes and changes to points of sale for fare medias

#### METROPOLITAN COUNCIL (SAINT PAUL, MN), SENIOR PLANNER (2016-2023)

- Worked in a technical capacity on several corridor studies in the Twin Cities region with projects ranging from developing BRT alignments, developing streetcar alignments and analyzing transit feasibility in highway corridors

### EDUCATION

Master of City and Regional Planning, Cal Poly, San Luis Obispo

Master of Science, Transportation Engineering, Cal Poly, San Luis Obispo

BA, Anthropology, University Of California, Los Angeles

BA, Portuguese, University Of California, Los Angeles

### EXPERIENCE

Transportation Management & Design, Inc.

Metropolitan Council (Saint Paul, MN)

San Francisco Municipal Transportation Agency

Marin Transit

San Luis Obispo Regional Transit Authority

Years of experience: 9

- Served as project manager on several regional transportation projects, including developing scopes of work, developing project schedules, budgets and evaluating proposals
- Led technical analysis projects, including regular evaluations of regional transit performance
- Worked on projects that translated regional policy into implementation measures, including developing criteria for and selecting projects to receive Federal transportation funding

## **TRANSPORTATION MANAGEMENT & DESIGN, INC., ASSOCIATE PLANNER (2015-2016)**

### **Los Angeles Department of Transportation Transit Service Analysis, Los Angeles, CA, Associate Planner (2015-2016)**

- Evaluated existing bus service
- Analyzed and recommended changes to paratransit service
- Recommended changes to both community circulator and commuter services
- Engaged with the public through pop up informational stands and field interviews in both English and Spanish

### **VIA Metropolitan Transit, San Antonio, TX, Professional Services Task Order - Comprehensive Operational Analysis, Associate Planner (2016)**

- Conducted fieldwork to evaluate current transit operations
- Analyzed and recommended potential alignments for BRT service in downtown San Antonio
- Evaluated existing service design and performance evaluation standards

### **Capital Metropolitan Transportation Authority Capital Metro Connections 2025 (rebranded Cap Remap), Austin, TX, Associate Planner (2015-2016)**

- Developed and recommended service changes for bus service in the Capital Metro service area

### **NFTA Metro On-Call Planning Services, Buffalo, NY, Associate Planner (2015-2016)**

- Evaluated existing transit service at the regional and sub regional level
- Analyzed and recommended changes to bus operations in downtown Buffalo
- Developed and recommended service changes on a by route basis for all NFTA service
- Developed cost projections for recommended service changes

### **Davenport CitiBus Comprehensive Operations Analysis, Davenport, IA, Associate Planner (2015)**

- Conducted fieldwork to evaluate current transit operations
- Analyzed and recommended potential alignments for BRT service in downtown San Antonio
- Evaluated existing service design and performance evaluation standards





## Professional Resume

### Gary Hewitt, *Project Manager*

#### Overview

Gary Hewitt brings over 29 years of experience in transit planning and operations. He has delivered diverse transit planning projects, including Title VI Equity Analyses, short-range transit plans, project feasibility studies, and long-term transit visions. His experience managing the day-to-day operations of bus and paratransit services gives him a unique perspective that helps him develop implementable solutions and understand FTA policy. Gary has also supported implementing customer-facing technology initiatives during his career, including real-time passenger information, innovative fare payment, and app-based service delivery. Prior to joining TMD, he worked for several small municipal and large regional transit agencies in Southern California, including OCTA, the City of Irvine, LA Metro, and the City of Glendale.

#### Relevant Experience

##### City of Pasadena Short Range Transit Plan, Pasadena, CA, Project Manager (2023-Present)

- Gary is serving as the Project Manager, assisting the City of Pasadena with their Short-Range Transit Plan update. The project includes analysis of the City’s fixed-route and paratransit services including ridechecks and customer surveys. He will also be assisting in the public outreach and development of service recommendations.

##### Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, Project Manager (2023-Present)

- Gary is serving as the Project Manager for Gold Coast’s Short-Range Transit Plan update. He is leading the existing conditions analysis and development of service recommendations. The project also includes analysis of a new High-Quality Transit Corridor through the core of the service area.

##### City of Santa Monica Big Blue Bus “Brighter Blue” Comprehensive Operational Analysis, Santa Monica, CA, Project Manager (2023-Present)

- Gary is leading the data collection and data analysis tasks. This includes developing interactive dashboards comparing the existing and pre-pandemic service performance.

##### Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Task Lead (2022-2023)

- Gary lead the update of RTA’s Service Standards to incorporate new standards for RTA’s GoMicro service and ensure service classifications and standards match RTA’s latest operation.

##### VIA General Planning Consultant: Mobility On Demand Support Task Order, VIA Metropolitan Transit, San Antonio, TX, Task Lead (2023)

- Gary helped project ridership and resource requirements for potential new VIA Link microtransit zones. The model used anonymized travel data to estimate ridership by hour and the associated number of vehicles and revenue hours needed to meet the anticipated demand.

##### Whatcom Transportation Authority Cross County Paratransit Feasibility Study, Bellingham, WA, Project Manager (2022)



#### EDUCATION

BS, Urban/Regional Planning,  
California State Polytechnic University  
(CalPoly), Pomona, CA

Transit Mid-Manager Seminar |  
Eno Center for Transportation

Project Management Course |  
American Management Association

#### AWARDS

Past Chair of SCAG Regional Transit  
Technical Advisory Committee

2016 Administrative Employee of the  
Year | OCTA

2012 City Manager Performance  
Award | City of Irvine

#### EXPERIENCE

Transportation Management  
& Design, Inc.

OCTA

City of Irvine

LACMTA

City of Glendale

**Years of experience: 29**

- Gary worked with WTA to determine the feasibility of providing paratransit trips to a neighboring county. The study included a passenger survey, review of paratransit trips, and stakeholder meetings. Gary also led the Title VI Service Equity Analysis of the draft recommendations.

#### **Metropolitan Transportation Commission (MTC) Clipper Mobile Card Fare Equity Analysis, San Francisco, CA, Project Manager (2022-2023)**

- Gary served as the Project Manager for TMD's work. He conducted a peer review which analyzed fare card acquisitions fees for peer agencies. Using Title VI policies of Clipper card member agencies, Gary led the Title VI equity analysis which analyze the potential impact of not charging a fee for Clipper® mobile cards and keeping the plastic Clipper® card fee at \$3.00.

#### **Bay Area Rapid Transit (BART) Title VI Fare Equity Analysis, San Francisco, CA, Project Manager (2023)**

- Gary managed a Title VI Fare Equity Analysis for BART, which evaluated if the proposed changes in parking fees would have a disparate impact and disproportionate burden on minority and low income populations.

#### **Bay Area Rapid Transit (BART) Title VI Siting Analysis, San Francisco, CA, Project Manager (2023)**

- In the Summer of 2023, BART contracted with TMD to complete a Title VI Siting Analysis of the relocation of the BART Police Department (BPD) Headquarters (HQ) from a temporary facility site to a permanent modern facility that supports BART's operations and needs to attract and retain officers. Gary led the categorization of public comments and provided direction to staff to complete the necessary technical analyses.

#### **RTC of Washoe County Transit Optimization Plan Strategies, Reno, NV, Project Manager (2021-2022)**

- Gary served as the Project Manager for RTC Washoe's plan to guide transit delivery over the next 5-years. The effort included comprehensive research of all facets of RTC's public transit services which informed recommendations for optimizing service, operations, capital needs, and technological improvements.
- For this project, Gary also led the Title VI Service Equity Analysis of the draft recommendations.

#### **City of Irvine Transit Vision Study, Irvine, CA, Task Lead (2021-2022)**

- Gary led the development of transit service concepts for the City's transit plan. The plan includes a pilot project implementation to introduce new transit services to City residents.

#### **DART Paratransit Consulting Services, Des Moines, IA, Subject Matter Expert (2021-2022)**

- Gary served as a Subject Matter Expert assisting DART in making changes to their organizational structure and policies in support of their changing on-demand services.

#### **Riverside Transit Agency Systemwide COVID-19 Fixed-Route Reduction Plan, Riverside, CA, Subject Matter Expert (2020-2021)**

- Gary developed and RFI for a new microtransit service and assisted staff in reviewing the proposal and developing an operating plan.

#### **ORANGE COUNTY TRANSPORTATION AUTHORITY, SECTION MANAGER II AND III (2012-2020)**

- Gary developed short-term transit service recommendations for fixed-route and microtransit services. He provided planning and implementation support for agency innovation projects and managed long-range transit study and plan development. He also worked with local jurisdictions, advocates, and other stakeholders to develop consensus on plans and projects.

##### *Led the following projects:*

- OC Bus 360 Bus Service Optimization
- OC Transit Vision (Transit Master Plan)
- Connect OC-LA Transit Study
- OCTA Transit Security & Operations Center Site Selection and Planning
- OC Flex Microtransit Planning and Implementation



## Professional Resume

### Anna Joos, Associate Planner

#### Overview

Anna is a recent graduate of the University of Wisconsin – Madison, where she majored in Economics and Environmental Studies. Since joining TMD, Anna has served as a supported a variety of projects including the RTA Sustainable Service Plan, where she led the evaluation of existing conditions and supported the development of the service recommendation, and the SunTran COA, where she served as the lead associate.

#### Relevant Experience

##### Great Falls Transit (GFT) Transit Development Plan, Great Falls, MT, Associate Planner (2023-Present)

- Anna is the lead associate for the Great Falls Transit Development Plan. She has guided the development of the Existing Conditions Report, including the market assessment and service evaluation, as well as completed a survey analysis of responses from Great Falls community members and transit riders alike. She is currently in the process of developing service alternatives based on her findings from these first tasks.

##### Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Associate Planner (2022-Present)

- Anna is a key member of the RTA Sustainable Services Plan project team. She led the evaluation of RTA's current service, analyzed survey data from two rounds of public outreach, and supported the development of service alternatives. She is currently in the process of drafting the final report which summarizes findings from all stages of the Sustainable Services Plan and supporting the update of RTA's Service Standards.

##### Sun Systems Comprehensive Operations Analysis, Tucson, AZ, Associate Planner (2022-Present)

- Anna has served as the lead Associate on the Sun Tran COA. She led the Market Assessment and Service Evaluation which took a comprehensive look at SunTran's existing service performance and Tucson's demographics. She participated in two rounds of public meetings, speaking directly with riders about their service needs. She also played a key role in the development of service alternatives and in the finalization of the final COA plan. She is currently in the process of supporting the development of the Bus Stop Amenity program, Service Standards, and final report.

##### Orange County Transportation Authority (OCTA) Making Better Connections Fixed-Route Restructuring Study, Orange County, CA, Associate Planner (2021-2023)

- Anna has supported the OCTA Making Better Connections Study team by helping to develop service recommendations, and summarized comments received from the public engagement process .

##### NJ TRANSIT Greater New Brunswick Transportation Study, New Brunswick, NJ, Associate Planner (2021-2022)

- Anna has contributed to the final route design for service options in New Brunswick.

##### Honolulu Transit Comprehensive Operational Analysis, Honolulu, HI, Associate Planner (2020-2023)

- Anna has supported the Honolulu Comprehensive Operational Analysis team but conducting an evaluation of each route's service performance.



#### EDUCATION

BA, Environmental Studies  
University of Wisconsin Madison

BA, Economics  
University of Wisconsin Madison

#### EXPERIENCE

Transportation Management  
& Design, Inc.

United Nations Environmental  
Programme

U.S. House Natural Resources  
Committee

**Years of experience: 3**

**Des Moines Area Regional Transit Authority (DART) Paratransit Consulting Services, Des Moines, IA, Associate Planner (2022-2023)**

- Anna collected paratransit eligibility documents from ten peer agencies. She summarized the eligibility requirements and worked with the project team to make recommendations to streamline Des Moines Area Regional Transit Authority's paratransit application process for the applicants and the reviewers.



## Professional Resume

### Bobbi Jo Duley, *Graphic Designer*

#### Overview

Bobbi brings 23 years of experience providing custom design services for a broad range of customers and projects. As TMD's graphic designer, she works closely with clients to create content to inform and engage project stakeholders and help make TMD's technical planning work and deliverables more accessible to diverse audiences. Her work in both online and print media includes custom WordPress websites, StoryMaps, custom graphics and icons, professional layout of presentations and reports, posters, maps, and more. With a background in Fine Arts and a proficiency in a full range of design and publishing applications (Adobe Creative Suite, WordPress, HTML, CSS, etc.), Bobbi brings a comprehensive creative approach to all of her design work.

#### Relevant Experience

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, Graphic Designer (2022-2023)

- Bobbi designed outreach materials, including a surveyor badge, flyer and printed survey. She also developed a custom template for the route recommendation sheets.

Kings County Fixed-Route Schedule Study, Kings County, CA, Graphic Designer (2021-2022)

- Bobbi developed a custom template for the route profile sheets, which required the offsetting of the system map in Illustrator. Bobbi also lead the design and layout of the Final Report.

City of Corona Cruiser COA for Fixed Route and Demand Response / Paratransit Service, Corona, CA, Graphic Design (2022)

- Bobbi lead the design and layout of various materials, including a community survey, cover design for the Existing Conditions report, and an infographic illustrating the findings from an onboard survey.

Detroit Department of Transportation (DDOT) On-Call Planning and Scheduling Services, Detroit, MI, Graphic Design (2021-Present)

- Bobbi lead the design and layout of the Market Assessment and Service Evaluation, including custom infographics and charts.

Des Moines Area Regional Transit Authority On-Call Planning Services, Des Moines, IA, Graphic Design (2021)

- Bobbi developed a custom theme and graphics for the ArcGIS StoryMap and oversaw the look and feel of the final deliverable.
- She lead the design and layout of additional assets and printed materials, including a printed spiral-bound booklet, handouts, posters, custom icons, a summary table, frequency and span charts, etc.

Merced County Association of Governments (MCAG) Short Range Transit Plan, Merced County, CA, Graphic Design (2021)

- Bobbi assisted in developing a project website on publicinput.com with MCAG branding.
- She lead the design and layout of outreach materials, including a community survey and flyer, social media posts, and outreach boards.



#### EDUCATION

BA, Kinesiology and Fine Arts  
University of Colorado, Boulder, CO

#### APPLICATIONS

Adobe Creative Suite: Illustrator,  
InDesign, InCopy, Photoshop,  
Dreamweaver

WordPress, HTML, CSS

Microsoft Office Suite

#### EXPERIENCE

Transportation Management  
& Design, Inc.

gaiacreative

delphine

**Years of experience: 23**

**Orange County Transportation Authority (OCTA) Fixed-Route Restructuring Study, Orange County, CA, Graphic Design (2021-Present)**

- Bobbi developed a custom theme and graphics for the ArcGIS StoryMap, including custom icons and a timed transfer graphic, and oversaw the look and feel of the final deliverable.

**NJ TRANSIT NewBus Newark Bus Network Redesign, Newark, NJ, Graphic Design (2020-2021)**

- Bobbi lead the design and layout of the Market Assessment, Service Evaluation, and Final Report.

**Birmingham-Jefferson County Transit Authority (BJCTA) Comprehensive Operations Analysis, Birmingham, AL, Graphic Design (2020-2021)**

- Bobbi lead the design and layout of the Final Report. She also lead the design and layout of outreach materials, including an operator break room flyer, outreach boards, and a community survey.

**Nashville WeGo (formerly MTA), Better Bus Network Restructuring, Graphic Design (2017-2020)**

- Bobbi lead the design and layout of the Project Management Plan and the Final Report. She also lead the design of outreach materials, including a Nashville MTA Employee Survey, presentation boards, a timeline, a mobility toolbox, a brochure, and graphics comparing 3 different network scenarios.

**HRDC Redesign Streamline 2020 Transit Development Plan, Bozeman, MT, Graphic Design (2019-2021)**

- Bobbi collaborated on the design and layout of the public-facing route maps and timetables for service changes implemented in August 2021, including content that appeared on the website and larger posters that were displayed throughout the service area.
- She lead the design and layout of the Final Report. Bobbi also lead the Logo design for Redesign Streamline 2020.

**Rock Region METRO R.I.D.E. 2020 (COA), Little Rock, AR, Graphic Design (2020)**

- Bobbi lead the design and layout of materials that convey proposed changes to METRO's funding contribution mechanism, including descriptions of potential effects on local jurisdictions and improvements to equity and financial sustainability region-wide.

**City of Mountain View, CA, Shuttle Study, Graphic Design (2019-2020)**

- Bobbi lead the design and layout of community surveys in both Spanish and English.
- She utilized advance illustrator techniques to highlight map to show route modification for Route 51.

**San Diego MTS Transit Ballot Measure Planning, San Diego, CA, Graphic Design (2019-2020)**

- Bobbi illustrated maps to present alternatives for different projects in part of a potential sales tax ballot measure.

**Los Angeles County Metropolitan Transportation Authority, LA Metro NextGen Bus Study, Graphic Design (2019-2020)**

- Bobbi lead the offsetting of routes on various maps to present to the public the comparison of existing vs. proposed changes.

**Sound Transit, Seattle, WA, Transportation Network Plan & Service Standards Update, Graphic Design (2017-2020)**

- Bobbi lead the design and layout of the Project Management Plan, the Sound Transit Service Standards and Performance Measures update, and the 2025 ST Express Network Plan.

**Bannock Transportation Planning Organization/BTPO (Pocatello, ID), Pocatello Transit Master Plan, Graphic Design (2017)**

- Bobbi lead the design and layout of outreach materials, including a fare structure handout, and community surveys in both Spanish and English.

**VIA Metropolitan Transit General Planning Consultant, San Antonio, TX, Graphic Design (2016-2018)**

- Bobbi created custom graphics for use in community outreach, including a mobility toolbox and project brochure. She also was responsible for making updates to content on project website.



## Professional Resume

### Britney Tran, *GIS Specialist*

#### Overview

A recent graduate of the University of California, Berkeley, Britney studied Environmental Design with an emphasis in City Planning and Geographical Informational System (GIS). During her undergraduate career, she worked as a program coordinator with Y-PLAN (Youth-Plan, Learn, Act Now) for Oakland Unified School District educating students interested in urban design and planning. As a student researcher for the Center for Cities and Schools, she focused on designing StoryMaps regarding the impact of McKinney-Vento Education policies around housing, food security, and transportation on the youth. During her capstone year, Britney's interest for transportation stemmed from her corridor analysis of the TEMPO 1T line on local businesses along International Boulevard, Oakland.

#### Relevant Experience

Riverside Transit Agency (RTA) Sustainable Services Plan, Riverside, CA, GIS Associate Planner (2022-Present)

- Mapped RTA's bus stops and performed an analysis to identify the percent of RTA stops with amenities in minority and low-income communities

Gold Coast Transit District Community Transportation Needs Assessment, Oxnard, CA, Associate Planner (2023-Present)

- Performed a transportation data and accessibility indicator analysis to identify and improve travel behavior and gaps within the project area
- Utilized various data sources to assess the mobility patterns of community members

Great Falls Transit District Transportation Development Plan, Great Falls, MT, GIS Specialist (2023-Present)

- Created an ArcGIS Storymap with an embedded rider survey
- Produced demographic and key destination maps to illustrate community characteristics and travel patterns

Santa Clarita Transit Transportation Development Plan, Santa Clarita, CA, GIS Specialist (2023-Present)

- Provided technical support for the analysis of existing market and service conditions
- Created maps for demographic densities, community profiles, and origin-destination travel patterns

Victor Valley Transit Authority Comprehensive Operational Analysis, Hesperia, CA, GIS Specialist (2023-Present)

- Conducted ridership analyses for the fixed route and paratransit network
- Created demographic and trip origin-destination maps to describe regional ridership characteristics and travel patterns

City of Pasadena Short Range Transit Plan, Pasadena, CA, GIS Specialist (2023-Present)

- Produced demographic maps for the density analysis as part of the market assessment
- Summarized existing population, employment, and demographic characteristics of the service area



#### EDUCATION

BA, Environmental Design and City Planning, GIS Minor, University of California, Berkeley

#### EXPERIENCE

Transportation Management & Design, Inc.

Years of experience: <1

**Gold Coast Transit District Short Range Transit Plan, Oxnard, CA, GIS Specialist (2023-Present)**

- Developed maps to support the comprehensive analysis of existing conditions
- Conducted a transit propensity analysis to identify areas of opportunity to increase ridership

**Houston METRO Title VI-Service Equity Analysis of Fare Policy Task Order, Houston, TX, GIS Specialist (2023-Present)**

- Utilized on-board survey data and U.S. Census data to create multiple maps for the fare analysis of BBRs and CPOs
- Illustrated rider trip origins and destinations as well as the distribution and densities of minority and low-income populations
- Created a buffer to analyze the proposed locations where customers can purchase and reload fare media cards

**Corpus Christi Regional Transportation Authority (CCRTA) Title VI Triennial Update, Corpus Christi, TX, GIS Specialist (2023-Present)**

- Collected data from passenger surveys regarding demographics and travel patterns for service profiles
- Create various demographic maps of the service area for the equity analysis







# JOEY M. GOLDMAN

## PRINCIPAL



 San Francisco, CA

 jgoldman@kearnswest.com

 415.780.7051

### EXPERTISE

Planning, consensus building, public and stakeholder engagement, and team exercises and charettes related to:

- ADA/Title VI/Environmental Justice
- CEQA/NEPA
- Needs of older adults and people with disabilities
- Strategic planning
- Sustainable transportation
- Human service programs
- Major investment projects
- Integration/coordination
- Transit and paratransit service
- Accessible information

### EDUCATION

**M.C.P., College of Environmental Design**  
University of California | Berkeley, CA

**B.A., Sociology**  
University of Michigan | Ann Arbor, MI

### PROFESSIONAL AFFILIATIONS

- Transportation Research Board
  - Former Co-Chair, Committee on Accessible Transportation and Mobility
  - Member, Special Committee on Diversity, Equity and Inclusion

### SUMMARY OF QUALIFICATIONS

With more than 25 years of experience, Joey is a Principal at Kearns & West and leads the Transportation Practice. His focus is on outreach, consensus-building, public collaborative processes, and facilitation work for complex transportation planning and investment projects. Joey’s passion for equity in public involvement has spanned his entire career. He co-chaired the TRB Committee on Accessible Transportation and Mobility and brings his experience engaging older adults, people with disabilities, and disadvantaged communities in major investment projects to all his work.

### RELEVANT TRANSPORTATION PROJECT EXAMPLES

#### Northern California High-Speed Rail Project, San Francisco-San Jose and San Jose-Merced

Outreach Manager | 2019-ongoing

Joey manages the team of consultants at Kearns & West that designs and implements engagement activities, including public workshops and open houses, community and technical working group meetings, targeted outreach to low-income and limited English-proficient communities as part of an extensive Environmental Justice engagement program, and development of outreach and information materials. Joey facilitates public hearings and also moderates ongoing working group meetings. Joey spearheaded successful, accessible virtual interactive online open houses and web-based workshops that included videos, online forms, webinars, and multilingual informational materials.

#### Plan Bay Area 2050+, Transit 2050+ Metropolitan Transportation Commission

Outreach Lead | 2023 - ongoing

Kearns & West supports MTC/ABAG in the engagement effort for the regional plan update, Plan Bay Area 2050+ and regional transit investment plan, Transit 2050+. Joey oversees the team working on planning and supporting pop-up workshops, training staff to facilitate stakeholder workshops, planning stakeholder workshop activities using online tools and facilitating discussions, and creating the public survey and reporting on outcomes.

#### SACOG Regional Transit Network Development Plan

Public Engagement Principal in Charge | 2022-2023

Kearns & West supported transit system planners, and led outreach for the effort to develop a high-capacity transit network. Kearns & West prepared an outreach plan, conducted stakeholder engagement, and facilitated meetings with regional transit representatives and SACOG staff to prioritize investment, and developed an online survey and preference tool using Maptionnaire.

#### BART and Capitol Corridor, LINK21 Project

Public Engagement Subconsultant Project Manager | 2021-ongoing

Joey leads the Kearns & West team focused on the Equity Advisory Council, the Co-Creation Effort, Grassroots Engagement, the Speakers Bureau and megaregional engagement for this project for 21 Northern California counties.

#### Community Transportation Association of America (CTAA) Virtual Engagement Guidebook

Lead Author | 2020-2021

Joey led the research, development, and design of the [Virtual Engagement Guidebook](#) that serves as a tool for MPOs and transit systems across the US. The guidebook includes more than a dozen case studies, including Unitrans and Yolobus, and best practices for planning public engagement, and identifies software, interactive tools, and virtual outreach best practices.

# VIDYA BHAMIDI

## SENIOR ASSOCIATE



Berkeley, California

Vbhamidi@kearnswest.com

415.738.7956

### EXPERTISE

- Transportation & Land-use
- Urban Design
- Climate Action
- Regional Infrastructure

### EDUCATION & CERTIFICATIONS

**Bachelor of Architecture**  
Jawaharlal Nehru Architecture & Fine Arts University | India

**Master of City Planning**  
University of California Berkeley | Berkeley, CA

### SUMMARY OF QUALIFICATIONS

Vidya Bhamidi is a Senior Associate with Kearns & West. She has 10 years' experience spanning across architecture, urban design, planning and policy. Her work with local and regional governments includes supporting decision making and aligning goals, processes and outcomes on projects focused on land use, transportation, and infrastructure. Her interest lies in bridging the gap between research and practice, especially when it comes to incorporating climate change and equity considerations into projects.

### RELEVANT EXPERIENCE

#### LINK21: Engagement and Outreach Services

Public Outreach Lead | 2021 – Present  
Link21 aims to transform the passenger rail network serving the 21-county Northern California Megaregion. Vidya has led multiple rounds of logistics for megaregional engagement – including co-creation workshops, in-person open houses, virtual community meetings and office hours. The team is currently planning for the next round of engagement in Spring/Summer 2024.

#### California High-Speed Rail Authority – Northern California Outreach

Stakeholder Outreach Deputy Lead | 2021 to Present  
Kearns & West led engagement and outreach efforts through the environmental review phases for project sections in Northern California through 2022 and has since been supporting continued engagement and outreach. During environmental review phases, Vidya managed the development of materials and overall preparation for working group meetings, open houses, and community outreach. She coordinated with the Authority, consultant team, jurisdictional and community leaders, and members of the public to design and conduct multilingual meetings, webinars, and social media outreach. She is currently planning a series of in-person open houses in 2024.

#### San Joaquin Joint Powers Authority, Madera Full-Build Phase 3


Outreach Manager | 2022 to Present  
Kearns & West provides outreach for the CEQA/NEPA & Preliminary Engineering Consulting Services for two projects – one in Merced and the other in Madera. Vidya coordinates with the technical partners on planning and implementation of public input periods including proper noticing, surveys, walking tours and workshops.

#### Metropolitan Transportation Commission (MTC) – Policy Research


Urban Planner | 2020 – Present  
Vidya was part of two teams tasked with policy research for MTC in the Bay Area, CA – 1) Equitable transit-oriented development (eTOD), wherein her role was to produce analysis that describes the relationship between multi-family housing permits and areas designated as Transit Rich Areas or Priority Development Areas; and 2) Evaluating the One Bay Area Grant (OBAG) Program . Vidya has been managing MTC's Plan Bay Area 2050+ Summer 2023 outreach. Her work has included capacity building and training sessions for MTC staff, developing materials for pop-ups events, staffing virtual events to gather input from key stakeholders using mural boards.

## EVA SPIEGEL Senior Communications Specialist



 Sacramento, CA

 [espiegel@kearnswest.com](mailto:espiegel@kearnswest.com)

 530.400.9068

### EXPERTISE

- Local Government
- Strategic Communications
- Media Relations
- Messaging
- Writing
- Editing
- Social Media
- Multimedia
- Content Development
- Project Management

### EDUCATION

**MA, Broadcast and Electronic Communications Arts**  
San Francisco State University | San Francisco, CA

**BA, Political Science**  
University of California, Davis | Davis, CA

### SUMMARY OF QUALIFICATIONS

Eva Spiegel is a Senior Communications Specialist with Kearns and West and has over 25 years of professional experience in public affairs, strategic communications, local government, and the nonprofit arena as both a team leader and project manager. Throughout her career, Eva has made a strong commitment to professional opportunities that enhance the public's understanding of important issues and inspire them to take action. Eva is seasoned at developing public affairs strategies, stakeholder engagement, and communications tools to help inform and engage large and small audiences. She is an expert in message development and translating complex ideas, issues, and policies into compelling content, news stories, and various communication products including print, web, video, social media, and collateral materials.

### RELEVANT EXPERIENCE

#### California Natural Resources Agency – Oroville Dam Citizens Advisory Commission Stakeholder Engagement and Meeting Coordination Project Co-Manager (current project)

Kearns & West provides public meeting coordination, stakeholder engagement, facilitation and related services to the California Natural Resources Agency for the 18-member Oroville Dam Citizens Advisory Commission. This legislatively mandated body is responsible for providing public input and receiving information regarding the Oroville Dam facilities. The Commission acts as a unified voice for the surrounding communities and comprises state and local elected officials as well as other area interested parties and policy makers. Eva co-manages the project and supports meeting planning, facilitation, strategy and notifications. She just led the Commission's first report to the Legislature.

#### LINK21 – Engagement and Outreach Services

Communications Support (current project)  
Link21 aims to transform the passenger rail network serving the 21-county Northern California Megaregion, which includes the greater San Francisco Bay Area, the Monterey Bay area, the Sacramento area, and the Northern San Joaquin Valley. As part of the Communications Team, Eva led efforts to engage local government public information officers, develop earned media strategy and support ongoing message development.

#### Santa Clarita Valley Water Agency – Strategic Communications

Communications Support  
Kearns & West provides consolidated communications planning and strategic communications services to the Santa Clarita Valley Water Agency. Eva helped create press releases, communication plans, media advisories, advertising copy and board reports.

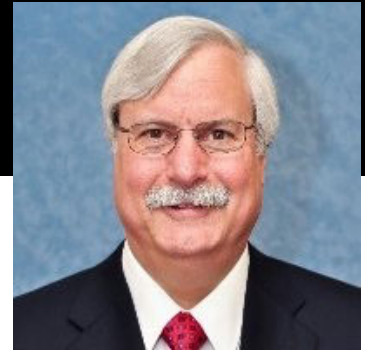
#### California Ocean Protection Council (OPC) – Communications Planning for California's Marine Protected Area (MPA) Management Program

Communications Support  
Kearns & West provided strategic communications and marketing services for the California Marine Protected Area Management Program within the California Ocean Protection Council (OPC). In coordination with OPC, Eva developed a short-term communications strategy, a new brand identity unify the MPA Program across managing agencies, stakeholders and partners, collaterals to support the release of the MPA Decadal Management Review, and conducted an analysis of websites that feature MPA-related information.



# Paul Menaker PHD

## Project Director – Rail, Transit & Mobility



### Location

Concord, CA

### Experience

30 years

### Qualifications/Accreditations

- PhD, Transportation Planning and Traffic Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of New York), Brooklyn, NY, 1979
- MS, Transportation Planning and Traffic Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of New York), Brooklyn, NY
- BS, Systems Engineering, New York University – Tandon School of Engineering (Formerly Polytechnic Institute of Brooklyn), Brooklyn, NY

### Key technical skills

- Rail & Transit, Transportation Engineering
- Project Management

### Memberships

- Contra Costa Council
- Institute of Transportation Engineers

### Relevant experience summary

Paul Menaker is a creative problem solver with over 30 years of proven success in project management in a variety of environments ranging from public agencies to land development. He holds expertise in leading project teams

### Professional Experience

#### ***STV, Inc.***

##### **Vice President Oakland, CA | 2016-2023**

Northern California Transportation & Systems Manager responsible for project management activities. For the last five years, Project Director for Program Management of the BART Traction Power Sub-Station Replacement Projects.

#### ***Stantec Consulting***

##### **Senior Principal San Francisco, CA | 2010-2016**

Responsible for \$4 million profit center management and business development. Corporate resource in transportation planning and traffic engineering. Managed Western Transportation Practice.

#### ***DKS Associates***

##### **Principal Oakland, CA | 2009-2010**

Project Manager and Western Region Business Development Director. Member of a management team that was responsible for Transportation Planning, Traffic Engineering, and Intelligent Transportation Systems (ITS) projects.

#### ***Korve Engineering***

##### **Senior Vice President, Vice President Oakland, CA | 1991-2002**

Project Manager and Business Development Manager. Member of the management team.

Served as Project Manager for transportation planning studies of major regional significance



# Frank Penry PE, TE, PTOE

## Senior Traffic Project Manager



### Location

Santa Rosa, CA

### Experience

27 years

### Qualifications/Accreditations

- BS, Civil Engineering, California State University, Chico, CA, 1996
- Civil Engineer, CA #62785, OR #84632, Commonwealth of the Northern Mariana Islands (CNMI) #418
- Traffic Engineer, CA #2304
- Professional Traffic Operations Engineer #1603

### Key technical skills

- Traffic Signal Design/Intelligent Transportation Systems (ITS)
- Traffic Engineering Design
- Transit and Rail Design
- Roadway Improvements
- Project Management

### Memberships

- Institute of Transportation Engineers (ITE), San Francisco Bay Area Section, Past-President
- American Society of Civil Engineers (ASCE), Redwood Empire Section, Past P-President
- Registered Traffic Engineers of America
- American Public Works Association

### Relevant experience summary

Frank Penry has 27 years of experience in transportation planning and traffic engineering design. He has managed numerous transportation studies and design projects over the years, from small development impact studies to major roadway improvements. Frank has served as the City Traffic Engineer for the Cities of Petaluma, Cotati, Sonoma, Windsor, and Fortuna, providing the administration and development of Municipal Traffic Engineering Programs. He is well-versed in a wide range of traffic engineering design standards and encroachment requirements, traffic signals, roundabouts, traffic calming and streetscapes, construction traffic handling, detour, and control plans for a variety of civil engineering projects. His experience includes traffic operations, traffic signal timing and design, ITS, transit signal priority, feasibility studies; environmental studies and documents; roadway and intersection design; signing and striping design; and traffic control plans.

### ***Alameda County Transit Line 97 South County Major Corridor Transit Performance Initiative (TPI)***

#### **Senior Traffic Engineer, Specialty Inspector County of Alameda | Alameda County, CA**

Provided design and construction management support, systems integration, and specialized inspection services to the Line 97 TPI project. Services included coordinating construction activities with each jurisdiction along the 13-mile transit service line and 47 signalized intersections, including state, county, and local communities. Project improvements included installation of Transit stop relocation and accessibility improvements, installing and integrating communication systems on fiber optic backbone; traffic operation center, server, and Virtual Private Network (VPN) systems

improvements; upgrades to existing controllers, emergency and transit signal priority systems, video detection and adaptive traffic signal controls; and testing.

### ***Alameda County Transit East Bay Bus Rapid Transit PS&E***

#### **Quality Control Manager**

#### **County of Alameda | Oakland and San Leandro, CA**

Responsible for reviewing Council on Highways and Streets (CHS). PS&E for signing and striping and provided Maintenance-of-Traffic design schematics and schedule for project construction. This \$160 million project's focus is to construct 33 raised-platform stations and dedicated bus lanes along 80% of the 9.5-mile International Boulevard corridor between downtown Oakland and the San Leandro BART station. The project

also included refinement of BART station locations, pedestrian access to the stations, temporary relocation of bus stops, and traffic detours during the construction period.

engineering design for a Class 1, ADA-accessible, non-motorized five-mile bicycle trail.

### ***San Francisco Transbay Transit Center Bus Ramp and Plaza Level Traffic Signals***

**Project Manager**  
**Transbay Joint Powers Authority | San Francisco, CA**

Served as Project Manager responsible for traffic signal design, operations, and inspection of seven new signalized locations: five on surface streets adjacent to the terminal, and two on the elevated bus deck leading to and from the San Francisco-Oakland Bay Bridge. Provided traffic signal timing and operational support to coordinate signals within project limits and to adjacent signal systems.

### ***Alameda County Transit Line 51 Corridor Delay Reduction and Sustainability***

**Project Manager, Traffic Engineer**  
**City of Berkeley | Berkeley, CA**

Served as the Project Manager and Traffic Engineer responsible for coordinating the City of Berkeley's design review of the \$10 million grant funded Corridor Delay Reduction and Sustainability project, aimed to increase transit reliability and performance. Services included development of technical memorandums for the City, providing further clarification of the potential operational impacts associated with the proposed transit signal priority, traffic signal coordination, transit stop relocation, parking loss, and priority lanes throughout the City. GHD provided for full review of the planning, environmental, design plans, and operational concept for the City of Berkeley, as an extension of City staff. Alameda County Transit Lines 51A & 51B carry a combined 19,000 passengers per day and spans 15 miles and approximately 100 traffic signals. The project had a construction budget of \$12.5 million for transit signal priority, queue jump lanes, peak hour bus lanes, bus bulb-outs, transit stop relocations, and signal timing.

### ***City of Arcata Rail-with-Trail Connectivity***

**Project Traffic Engineer**  
**City of Arcata | Arcata, CA**

Responsible for coordination and preliminary engineering design of trail crossings adjacent to railroad at-grade railroad crossings. Developments of planned future improvements were coordinated with engineering design standards and probable future grade crossing improvements. Evaluated vehicle and pedestrian/bicycle interactions at trailheads, road crossings, and bike lanes along City streets for a siting study and public involvement process, environmental analysis, and



# Melissa Estrada

## Senior Transportation Project Manager



### Location

Redding, CA

### Experience

16 years

### Qualifications/Accreditations

- MS, City Planning, San Diego State University, San Diego, CA, 2007
- BA, Political Science, University of California, San Diego, CA, 2004

### Key technical skills

- Transportation Planning; Environmental Planning
- Project Development; Program Management
- Federal and State Compliance
- Grant Acquisition and Management

### Memberships

- N/A

### Relevant experience summary

Melissa Estrada is a highly skilled manager with a strong track record of success leading complex programs and projects across various entities, including federal, state, regional, and local agencies. With exceptional communication, problem-solving, and organizational skills, Melissa has a wealth of experience in the public sector and a strong commitment to its advancement. As a transportation planner at the City of Redding, she managed the Redding Area Bus Authority (RABA), overseeing planning, funding, federal and state compliance, audits, and project implementation. Melissa successfully led innovative initiatives, such as introducing Zero Emissions Buses (ZEBs) and enhancing transit equipment and infrastructure. In her role in Active Transportation, she promoted and facilitated bicycle and pedestrian projects, securing substantial grants for key initiatives. Her accomplishments include successfully guiding a \$2.2 billion Light-Rail Transit (LRT) project through Federal Transit Administration (FTA) phases, ensuring compliance with regulatory requirements. Melissa's strategic thinking, planning, and project management skills make her an invaluable asset for the City of Davis' Short Range Transportation Plan project, where her experience aligns seamlessly with the goals of assessing transit needs, enhancing ridership, and recommending service improvements for sustainable and community-centric solutions.

### Professional Experience Prior to GHD

#### Transportation Planner

#### City of Redding | Redding, CA | 2016-2023

- RABA: Provided day-to-day management of the public transit system, including federal and state compliance; audits; reports; planning; funding; project/policy identification and implementation; asset acquisition and management; public information; community events; department and agency coordination; and bid/proposal and contract development and management (e.g., contracted service operations and maintenance). Also, communicated with elected officials (e.g., board meetings/presentations) and the public.

- Successes: Oversaw 10 federal and state audits; kicked-off the first ZEB (e.g., electric infrastructure/charging); built an innovative low-floor mini-bus/cutaway; implemented various large-scale and complex projects (e.g., farebox system, real-time passenger information system, and transit signal priority system); implemented new plans, policies, and procedures; executed extensive organizational efficiency; and, scoped/managed the Short Range Transit Plan and the Innovative Clean Transit Plan. Established relationships with small public transit agencies throughout California. Well-versed in ZEB planning/operations, as well as California ZEB compliance requirements.
- Active Transportation: Promoted and facilitated active transportation through bicycle and pedestrian projects and programs, street and private development project reviews, planning/reports (e.g., City of Redding Active

Transportation Plan), grant writing (e.g., Caltrans Active Transportation Program (ATP)), community events, public information, and stakeholder and agency coordination. Involved with downtown revitalization projects, including the reopening of streets, the closing of streets, and the extension of the Sacramento River Trail into downtown via Class I and Class IV bikeways (connecting parks to streets). Also, the establishment of complete streets for all roadway users.

- Successes: Secured \$1 million for Bechelli/Loma Vista (ATP Cycle 3), \$7.8 million for Victor/Cypress (ATP Cycle 5), and \$2.6 million for Turtle Bay to Downtown (ATP Cycle 5).



## Project Management Approach

TMD is proposing a project management plan that reflects our extensive experience and expertise. The objectives of our approach are as follows:

- To ensure project success for YoloTD in terms of accomplishment, time, and cost by incorporating a professional business management structure. We will achieve this by assigning highly experienced senior professionals to project management and senior technical roles, and by employing state-of-the-art management communication and control methodologies.
- To identify potential problems and solutions as quickly as possible and provide timely updates to client.
- To maintain open communication through a close collaborative working relationship, generally with regular weekly or bi-weekly check-ins.
- To provide continuous opportunities for client review, input, and direction to ensure that the results meet all client objectives.

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**Our project management approach is made up of four key components:**

- Project Organization
- Project Quality Assurance and Control
- Schedule and Budget Control
- Client Communications and Review

### Project Organization

In establishing a team to respond to the requirements of this project, TMD has found from prior experience that certain organizational elements are critical for success.

- First, the lines of authority need to be as straightforward as possible. The principal point of contact is Project Manager Ron Kilcoyne, who will manage the project scope of work, schedule, and budget, coordinate task work among the team members, and ensure the

timely completion of all deliverables. This “single point of contact” will facilitate and simplify open communication for YoloTD at all times. Of course, each of the consultant staff will be available for direct communication as desired by YoloTD.

- Ron will be supported by our Project Principal, Russ Chisholm. Russ will provide oversight for all project task work, including the application of best practices and quality assurance for task deliverables. Daniel Peña, Deputy Project Manager, will also support Ron by helping to manage the project technical work and coordinating work among the team members.
- Second, we’ve assigned key team members to lead each task. Each Task Lead will maintain effective control over their assigned task and coordinate task work among the members of the task team. The Task Leads will report directly to the TMD Project Manager. This structure facilitates direct linkage between the client and the team with clear lines of communication, authority, and close collaboration.

On the following page (Pg. 64), we have provided the project organization chart which summarizes our proposed team structure and staff assigned to this project by Task. TMD’s organizational structure allows our team to work on multiple projects concurrently. Team members with commitments to other projects will work closely with their Task Leads, DPM, and PM to ensure availability and accessibility to YoloTD staff for all project needs.

### Project QA/QC

Our quality control process is multi-layered and addresses a broad range of issues from adherence to the detailed work plan, project schedule, and project budget to data integrity and methodology to responsiveness and accuracy of the conclusions and recommendations.

# Project Organization Chart

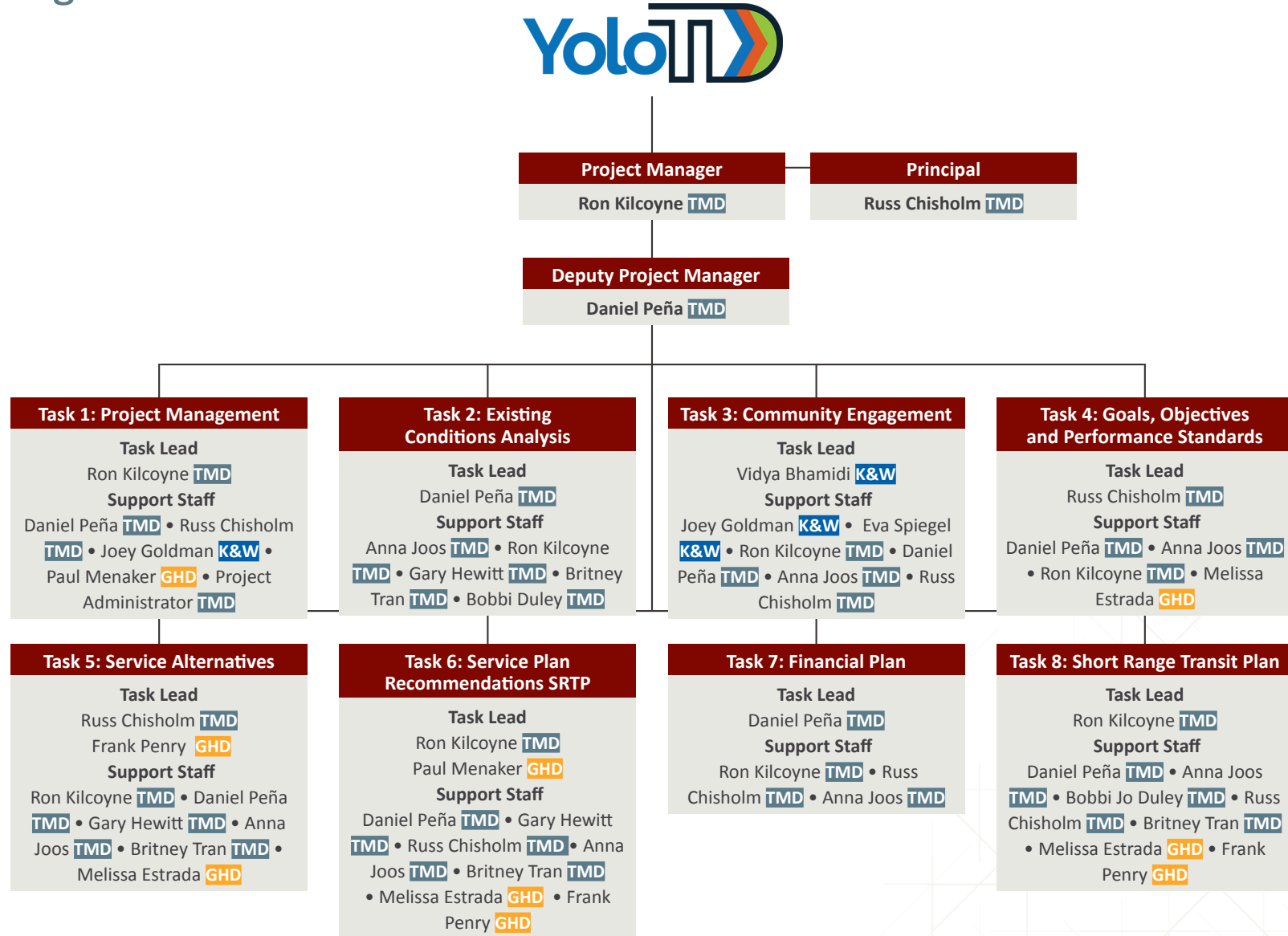


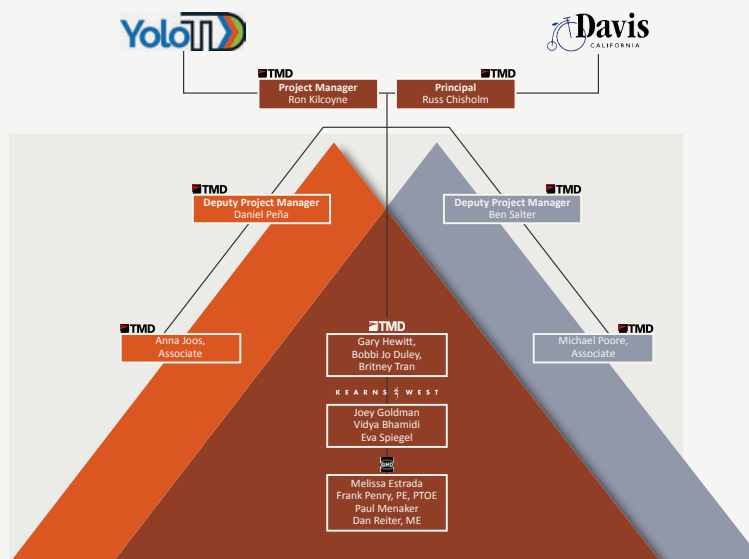
FIGURE 12: PROPOSED PROJECT TEAM STRUCTURE



## A Coordinated Team Structured for Results

TMD understands the goals of the YoloTD's and City of Davis's SRTP, aiming for coordinated enhancement of regional mobility while acknowledging each agency's distinct services. However, we acknowledge the distinct operating environments and services of each agency, requiring tailored strategies and specialized technical expertise for effective and actionable recommendations for each SRTP.

Keeping this in mind, we structured our team to facilitate seamless coordination across both projects by assigning a consistent Project Manager and Principal, ensuring a unified strategic vision. Yet, recognizing the importance of nuanced, system-specific insight, each SRTP will be led by its own Deputy Project Manager. These team members were selected for their specific technical expertise and experience directly relevant to the unique demands and characteristics of the respective systems they will serve.



**FIGURE 13:**  
PROPOSED  
TEAM FOR BOTH  
YOLOTD AND  
DAVIS'S SRTP

This approach guarantees that while our strategic oversight remains cohesive and aligned, each project benefits from dedicated staff versed in its specific challenges and intricacies. This ensures that both YoloTD and the City of Davis receive focused, informed, and highly effective project guidance, driving meaningful improvements in service and regional mobility.

### TMD quality control levels include:

- Task Leads** – ensure data integrity using TMD's service and ridership statistical and GIS analysis tools' validation capabilities. Ensure use of best practices by following TMD standard operating procedures.
- Project Manager** – reviews all work and recommendations prior to final review by Principal. Responsible for adherence to project work plan, schedule, and budget.
- Principal** - reviews all work and recommendations and approves for release to client and ensures work products meet or exceed TMD's corporate standards.

At TMD, projects have continuity of staff throughout the project to minimize any "hand-off" quality control issues and to afford maximum client value. The Project Manager and Deputy Project Manager will be involved in all work, including analysis, conclusions, and development of recommendations.

## Quality Assurance

TMD’s business practice is grounded in our confidence and consistency in delivering results that exceed client expectations. To accomplish this on every project takes considerable effort in quality assurance. For this project, TMD is proposing a multi-level process that starts with task-level QA by the Task Lead, TMD PM, then with final QA by TMD’s Principal. Key elements will include:

- Initial project delivery discussion with YoloTD’s Project Manager that identifies key quality control points, goals and objectives, and stresses quality achievement requirements.
- Following the applicable procedures and processes for specific tasks (e.g., GIS mapping, data analysis, or report writing) that follow industry best practices. (see Figure 14 below)
- Review of all working documents and technical deliverables by the Task Lead, PM, and final QA by the Project Principal.
- Communication with YoloTD’s Project Manager to review the work and ensure full achievement of project objectives.

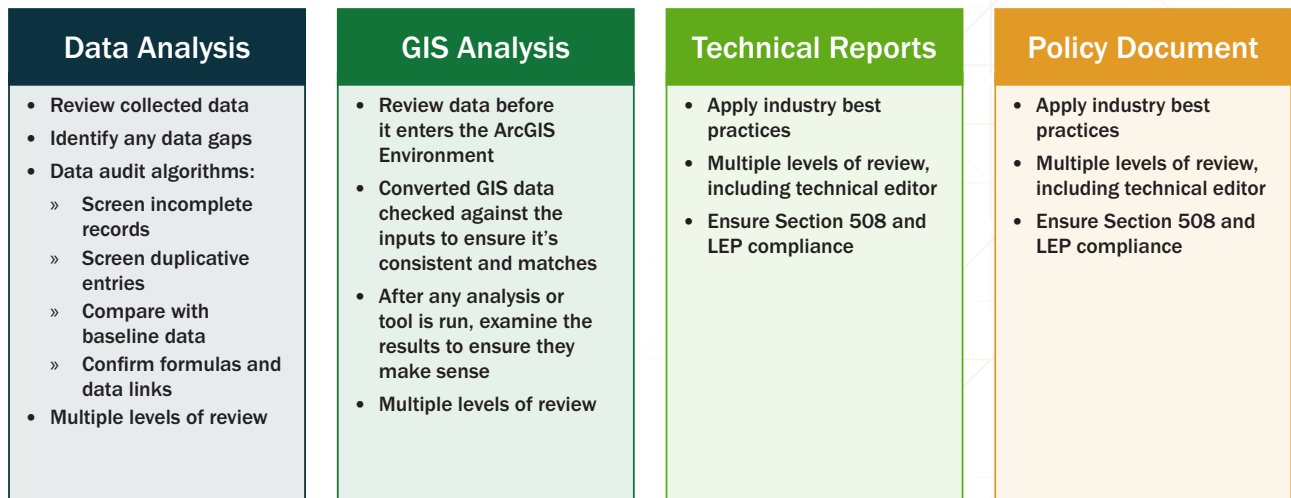
## Schedule and Budget Control

TMD has a proven track record of completing project milestones on-time and in-budget. TMD uses two strategies to meet project milestones:

- Avoid delay through proactively managing the project team, anticipate potential delays, and maintain all necessary communication with our clients.
- In the case of unavoidable delay, communicate the issues and explanation to the client as early as possible. As appropriate reallocate staff and technology resources to accelerate the project completion within existing budget (unless the scope has changed).

We believe that TMD’s collective experience and redundant staff expertise provides the necessary support structure to ensure our ability to address schedule issues as they happen. The PM will review the project schedule at least biweekly with active task leads, DPM, and Project Principal to ensure that all milestones are on track to be completed on time and within budget. As the project progresses, this review will allow updating, tracking of progress, and early intervention if and when problems are identified.

**FIGURE 14:** EXAMPLES OF TMD'S QA PROCESSES



A detailed budget for all task work to be undertaken for the project has been developed as part of this proposal. Monthly reporting will update task work progress, budget and schedule status, and identify any issues needing attention. TMD’s Contoller, Melody Kitchens, will support our team with all necessary contract management, billing, reporting, and related administrative activities. She will work directly with YoloTD staff to resolve any billing issues, should they arise.

## Client Communications & Review

With decades of experience serving as both a prime and subcontractor, we have developed a proven set of administrative protocols to facilitate open communication with our clients. We provide our clients with frequent updates as well as formal and informal reviews of work in progress.

**The following table summarizes communication forms that are part of every TMD project.**

Project Updates		
Type	Frequency	Format
Progress Reports: - Work completed/remaining by task - Budget and schedule status - Next steps	Monthly	Written (to be included with monthly invoices)
Project Check-ins: - Task updates/clarifications - Potential hurdles/solutions - Next steps	Bi-Weekly	Conference call or webinar
Informal Check-ins: - Task clarifications - Developments affecting project scope, budget, or schedule	As Needed	Conference call or webinar
Meetings and Presentations - Project Manager and Project Team - YoloTD Staff - Key internal/external stakeholders - Community-at-large	As Needed	Conference call, webinar, or in person

We welcome as much participation from YoloTD staff in the study process as they are willing to provide. We have found that our plans are stronger when they incorporate the institutional knowledge of agency staff. Throughout the project process, we work collaboratively with YoloTD staff to ensure staff feedback is incorporated in each project deliverable.

**To ensure the YoloTD is fully aware of the state of the project, client liaison will include:**

- Frequent informal reviews and discussions of work in progress with YoloTD project staff where appropriate.
- A formal review of the draft deliverables by the YoloTD’s Project Manager.
- Regular contact between TMD and YoloTD project staff, especially if issues and questions arise.
- Should a complaint or issue arise, TMD requests that YoloTD staff present the complaint to the PM or Project Principal, as appropriate, and TMD will address any issues or complaints within one to two business days. TMD’s goals are “no surprises” and to “exceed expectations” for YoloTD.

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PHOTO: YOLOBUS.COM

# PRICE PROPOSAL

## Attachment A Price Proposal Form

Task/Item Deliverable	Unit of Measure Hrs.	Unit Price (USD)*	Quantity	Total Price
<b>Required Items/Tasks</b>				
4.1 Project Management	Hrs	\$183.38	93	\$17,053.92
4.2 Existing Conditions Analysis	Hrs	\$138.07	308	\$42,527.04
4.3 Community Engagement	Hrs	\$228.31	580	\$132,420.56
4.4 Goals Objectives and Performance Standards	Hrs	\$142.12	95	\$13,501.77
4.5 Service Alternatives	Hrs	\$168.82	568	\$95,891.60
4.6 Service Plan Recommendations SRTP	Hrs	\$154.63	308	\$47,625.45
4.7 Financial Plan	Hrs	\$137.99	116	\$16,006.80
4.8 Short Range Transit Plan	Hrs	\$129.35	270	\$34,924.90
Subtotal				\$399,952.04
Sales Tax				\$0.00
Grand Total				\$399,952.04

\*Note: All unit prices listed are rounded to the nearest cent for simplicity and clarity for this proposal. Actual calculations may involve more precise figures and are subject to rounding variances.

## Supplemental Pricing Information

As directed in the RFP, TMD has prepared a detailed price proposal that includes the required Pricing details and the summary of the proposed personnel hour distribution by position and task. Our projected total price of **\$399,952.04** is inclusive of all major tasks and deliverables requested in the YoloTD's scope of work and represents our best estimate of the labor and fees, materials and supplies, travel, printing, and related administrative expenses required to successfully complete this project. TMD's hourly labor rates are fully loaded and include the general overhead, administrative costs, and standard project management fee (which we include on all proposals) and reflects our accounting, legal, insurance, subcontractor oversight, and other costs of doing business.

We believe our proposed budget represents the most cost-effective allocation of consultant resources to produce a creative and actionable SRTP update for YoloTD.

TMD has the necessary management structure, financial capacity, and accounting systems in place to meet any and all budget requirements of this project. In addition, our collaborative project management approach ensures regular communication with the YoloTD staff to monitor adherence to project costs. There are no unusual conditions or events that would impede our ability to complete the study within the desired budget. We remain open to negotiations regarding our proposal if staff selects our team through this competitive bidding process.



PHOTO: ACADEMICACCELERATOR



# Detailed Price Proposal

Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
	Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
Ron Kilcoyne - Project Manager	31	24	40	16	64	48	24	28	275	\$164.20	\$45,155.00
Russ Chisholm - Principal	4	12	4	10	40	16	8	8	102	\$297.00	\$30,294.00
Daniel Pena - DPM	22	80	56	24	80	40	40	40	382	\$135.51	\$51,764.82
Gary Hewitt - SME		24			40		8	4	92	\$164.20	\$15,106.40
Anna Joos - Associate Planner	4	80	80	40	80	80	40	80	484	\$90.32	\$43,714.88
Britney Tran - GIS Associate		64			24			24	112	\$90.32	\$10,115.84
Bobbi Duley - Graphic Designer		24						64	88	\$121.44	\$10,686.72
Project Administrator	22								22	\$197.34	\$4,341.48
<b>LABOR HOURS</b>	<b>83</b>	<b>308</b>	<b>180</b>	<b>90</b>	<b>328</b>	<b>192</b>	<b>116</b>	<b>260</b>	<b>1,557</b>		
<b>LABOR COST</b>	<b>\$13,962.18</b>	<b>\$38,207.04</b>	<b>\$22,570.16</b>	<b>\$12,462.24</b>	<b>\$49,190.88</b>	<b>\$26,593.20</b>	<b>\$16,006.80</b>	<b>\$32,186.64</b>			<b>\$211,179.14</b>
<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>
Travel		\$595	\$595					\$100			\$1,290.00
Lodging		\$500	\$500								\$1,000.00
Per Diem		\$225	\$225					\$75			\$525.00
Software Fees - Replica		\$3,000									\$3,000.00
Miscellaneous -On-Board Survey Temp Lab			\$25,000								\$25,000.00
<b>OTHER DIRECT COSTS</b>	<b>\$0</b>	<b>\$4,320.00</b>	<b>\$26,320.00</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175.00</b>			<b>\$30,815.00</b>
<b>TOTAL TMD</b>	<b>\$13,962.18</b>	<b>\$42,527.04</b>	<b>\$48,890.16</b>	<b>\$12,462.24</b>	<b>\$49,190.88</b>	<b>\$26,593.20</b>	<b>\$16,006.80</b>	<b>\$32,361.64</b>	<b>1,557</b>		<b>\$241,994.14</b>

Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
	Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
Joey Goldman, Principal	3		60						63	\$307.44	\$19,368.72
Vidya Bhamidi, Deputy PM	3		188						191	\$144.71	\$27,639.61
Eva Spiegel, Communications & Outreach			60						60	\$193.75	\$11,625.00
Jackson Gould, Outreach Support			56						56	\$119.84	\$6,711.04
Mia Schiappi, Outreach Support			36						36	\$144.71	\$5,209.56
<b>Labor Hours</b>	<b>6</b>	<b>0</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>406</b>		
<b>Labor Cost</b>	<b>\$1,356.45</b>	<b>\$0.00</b>	<b>\$69,197.48</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>			<b>\$70,553.93</b>
<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>
Travel	\$150		\$1,200								\$1,350.00
Software Fees			\$500								\$500.00
Materials & Supplies			\$2,400								\$2,400.00
Translation			\$7,800								\$7,800.00
<b>OTHER DIRECT COSTS</b>	<b>\$150</b>	<b>\$0</b>	<b>\$11,900</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			<b>\$12,050.00</b>
<b>TOTAL Kerns &amp; West</b>	<b>\$1,506.45</b>	<b>\$0.00</b>	<b>\$81,097.48</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>406</b>		<b>\$82,603.93</b>

Labor/Tasks	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Labor Hours	Labor Rate	Total Cost
	Project Management	Existing Conditions Analysis	Community Engagement	Goals, Objectives and Performance Standards	Service Alternatives	Service Plan Recommendations SRTP	Financial Plan	Short Range Transit Plan			
Paul Menaker - Sr Advisor	4					30			34	\$373.81	\$12,709.54
Melissa Estrada - Sr Planner				5	105	5		5	120	\$201.85	\$24,222.00
Junior Planner					45	38			83	\$77.75	\$6,453.25
Frank Penry - Civil Engineer					50	3		5	58	\$295.87	\$17,160.46
Jr Engineer					40	40			80	\$108.85	\$8,708.00
<b>Labor Hours</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>240</b>	<b>116</b>	<b>0</b>	<b>10</b>	<b>375</b>		
<b>Labor Cost</b>	<b>\$1,495.24</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,009.25</b>	<b>\$43,840.50</b>	<b>\$20,419.66</b>	<b>\$0.00</b>	<b>\$2,488.60</b>			<b>\$69,253.25</b>
<b>OTHER DIRECT COSTS</b>											<b>Total Cost</b>
Travel					\$1,000						\$1,000.00
Materials & Supplies					\$500						\$500.00
<b>OTHER DIRECT COSTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			<b>\$1,500.00</b>
<b>TOTALGHD</b>	<b>\$1,495.24</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$1,009.25</b>	<b>\$45,340.50</b>	<b>\$20,419.66</b>	<b>\$0.00</b>	<b>\$2,488.60</b>	<b>375</b>		<b>\$70,753.25</b>

TOTAL	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Total Hours	Total Cost
	Project Fee (3%)	\$90.05	\$0.00	\$2,432.92	\$30.28	\$1,360.22	\$612.59	\$0.00		
	<b>\$17,053.92</b>	<b>\$42,527.04</b>	<b>\$132,420.56</b>	<b>\$13,501.77</b>	<b>\$95,891.60</b>	<b>\$47,625.45</b>	<b>\$16,006.80</b>	<b>\$34,924.90</b>	<b>\$2,338.00</b>	<b>\$399,952.04</b>

FIGURE 15: TMD'S DETAILED PRICE PROPOSAL

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PHOTO: YOLOBUS.COM

# ATTACHMENT B: SUBMISSION FORM

## Attachment B- Submission Form

Legal Name of Company:	Transportation Management & Design, Inc.
Primary Office Address:	2701 Loker Ave W. Suite 110, Carlsbad, CA 92010
Telephone Number:	(760) 476-9600 Ext. 107
Email Address:	clanger@tmdinc.net
DUNS Number:	809587769

1. Proposer acknowledges receipt of RFP 24-01 and Addenda No. (s) 1 and 2
2. Proposer acknowledges its familiarity with requirements defined in Scope of Work
3. This offer shall remain valid for ninety (90) calendar days from the date of submission. If a Best and Final Offer has been requested of the Offeror/Proposer, the Proposal shall remain valid for a period of ninety (90) calendar days from the date of submission of the Best and Final Offer.  
(minimum 60)

Signatory's Name:	China Langer
Signatory's Title:	President
Email:	clanger@tmdinc.net
Date Signed:	03/05/2024
Signature of Person Authorized to Bind Proposer:	

**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Approve Board Resolution 2024-005 FY 2023-2024 LCTOP Projects	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<h1>4c</h1> <h2>Action</h2>
		<b>Attachments:</b> <input checked="" type="radio"/> Yes      No
<b>Prepared By: Courtney Williams</b>		<b>Meeting Date: April 8, 2024</b>

**RECOMMENDATION:**

Approve Board Resolution for the 2023-24 state fiscal year authorizing the Executive Director to encumber a total of **\$500,203** (\$415,284 in Public Utilities Code 99313 funding and \$84,919 in Public Utilities Code 99314 funding) from the Low Carbon Transit Operations Program that will be used to purchase zero-emission buses and charging infrastructure.

**BACKGROUND:**

The staff report and requested resolution is part of a multi-year allocation from the LCTOP Program. This Board Resolution represents Year 2 of Year 4 of continuous allocations that will be used to purchase two zero-emission buses and charging infrastructure.

The Low Carbon Transit Operations Grant Program (LCTOP) is an annual formula-based grant program administered by the California Department of Transportation. The program is only eligible to transit agencies located and operating service within California that are eligible to receive TDA funds. Eligible project criteria for LCTOP include:

- Transit capital infrastructure projects or transit vehicle procurements that result in a greenhouse gas (GHG) reduction;
- Transit operations that result in a GHG reduction; and
- Transit projects that provide a benefit to disadvantaged communities, low-income communities, and low-income households.

To meet the requirements of the California Air Resources Board’s ICT (spell out) regulation, YoloTD is in the process of developing our Zero Emission Bus Rollout Plan, to be finalized by June 2023. While the full cost of implementing the plan is still under development, we know the cost will be significant.

Therefore, we propose to set aside funds from LCTOP for the 2022-2023, 2023-2024, 2024-2025, 2025-2026, fiscal years to contribute toward the purchase of zero-emission buses with charging infrastructure. Including the current 2022-2023 allocation, we expect to receive and estimate of \$500,000 per fiscal year through 2025-2026. Due to inflationary costs we now estimate the total cost to be \$2.8 million dollars per bus as opposed to the original estimate of \$2.1 million dollars. The total estimated funds to be accrued from LCTOP are still expected to remain at \$2.1 million dollars. We expect to fill the funding gap now through either the state of good repair, local funds, or funding from SB-125.

Between now and 2025, we will plan the detailed infrastructure upgrades needed to house a full fleet of zero-emission buses, conduct a procurement to purchase two or more zero-emission buses, and work with our contractor Transdev to develop a training program to ensure our maintenance staff able to service and maintain the zero-emission vehicles.

Attachments:

1. LCTOP Signature Documents



# FY 2023-2024 LCTOP Authorized Agent

**AS THE**      **Executive Director**  
\_\_\_\_\_  
(Chief Executive Officer/Director/President/Secretary)

**OF THE**      **Yolo County Transportation District**  
\_\_\_\_\_  
(Name of County/City/Transit Organization)

I hereby authorize the following individual(s) to execute for and on behalf of the named Regional Entity/Transit Operator, any actions necessary for the purpose of obtaining Low Carbon Transit Operations Program (LCTOP) funds provided by the California Department of Transportation, Division of Local Assistance. I understand that if there is a change in the authorized agent, the project sponsor must submit a new form. This form is required even when the authorized agent is the executive authority himself. I understand the Board must provide a resolution approving the Authorized Agent. The Board Resolution appointing the Authorized Agent is attached.

Autumn Bernstein Director of Yolo Transportation District      OR  
(Name and Title of Authorized Agent)

Chas Fadrigio Director of Finance and Administration      OR  
(Name and Title of Authorized Agent)

Daisy Romero Director of Transit Operations      OR  
(Name and Title of Authorized Agent)

**Click here to enter text.**      OR  
(Name and Title of Authorized Agent)

Autumn Bernstein      Executive Director  
(Print Name)      (Title)

\_\_\_\_\_  
(Signature)

Approved this 8 day of April, 2024



## FY 2023-2024 LCTOP Certifications and Assurances

**Lead Agency:** Yolo Transportation District

**Project Title:** (2023-2024 Yolo Transportation District Bus Procurement (Year 2 of 4))

**Prepared by:** Courtney Williams

The California Department of Transportation (Caltrans) has adopted the following Certifications and Assurances for the Low Carbon Transit Operations Program (LCTOP). As a condition of the receipt of LCTOP funds, Lead Agency must comply with these terms and conditions.

### A. General

1. The Lead Agency agrees to abide by the current LCTOP Guidelines and applicable legal requirements.
2. The Lead Agency must submit to Caltrans a signed Authorized Agent form designating the representative who can submit documents on behalf of the project sponsor and a copy of the board resolution appointing the Authorized Agent.

### B. Project Administration

1. The Lead Agency certifies that required environmental documentation is complete before requesting an allocation of LCTOP funds. The Lead Agency assures that projects approved for LCTOP funding comply with Public Resources Code § 21100 and § 21150.
2. The Lead Agency certifies that a dedicated bank account for LCTOP funds only will be established within 30 days of receipt of LCTOP funds.
3. The Lead Agency certifies that when LCTOP funds are used for a transit capital project, that the project will be completed and remain in operation for its useful life.
4. The Lead Agency certifies that it has the legal, financial, and technical capacity to carry out the project, including the safety and security aspects of that project.
5. The Lead Agency certifies that they will notify Caltrans of pending litigation, dispute, or negative audit findings related to the project, before receiving an allocation of funds.
6. The Lead Agency must maintain satisfactory continuing control over the use of project equipment and facilities and will adequately maintain project equipment and facilities for the useful life of the project.
7. Any interest the Lead Agency earns on LCTOP funds must be used only on approved LCTOP projects.

## FY 2023-2024 LCTOP

8. The Lead Agency must notify Caltrans of any changes to the approved project with a Corrective Action Plan (CAP).
9. Under extraordinary circumstances, a Lead Agency may terminate a project prior to completion. In the event the Lead Agency terminates a project prior to completion, the Lead Agency must (1) contact Caltrans in writing and follow-up with a phone call verifying receipt of such notice; (2) pursuant to verification, submit a final report indicating the reason for the termination and demonstrating the expended funds were used on the intended purpose; (3) submit a request to reassign the funds to a new project within 180 days of termination.

### C. Reporting

#### 1. The Lead Agency must submit the following LCTOP reports:

- a. **Annual Project Activity Reports October 30<sup>th</sup> each year.**
- b. **A Close Out Report within six months of project completion.**
- c. **The annual audit required under the Transportation Development Act (TDA), to verify receipt and appropriate expenditure of LCTOP funds. A copy of the audit report must be submitted to Caltrans within six months of the close of the year (December 31) each year in which LCTOP funds have been received or expended.**
- d. **Project Outcome Reporting as defined by CARB Funding Guidelines.**
- e. **Jobs Reporting as defined by CARB Funding Guidelines.**

2. Other Reporting Requirements: CARB develops and revises Funding Guidelines that will include reporting requirements for all State agencies that receive appropriations from the Greenhouse Gas Reduction Fund. Caltrans and project sponsors will need to submit reporting information in accordance with CARB's Funding Guidelines, including reporting on greenhouse gas reductions and benefits to disadvantaged communities.

### D. Cost Principles

1. The Lead Agency agrees to comply with Title 2 of the Code of Federal Regulations 225 (2 CFR 225), Cost Principles for State and Local Government, and 2 CFR, Part 200, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.
2. The Lead Agency agrees, and will assure that its contractors and subcontractors will be obligated to agree, that:
  - a. Contract Cost Principles and Procedures, 48 CFR, Federal Acquisition Regulations System, Chapter 1, Part 31, et seq., shall be used to determine the allow ability of individual project cost items and



## FY 2023-2024 LCTOP

- b. Those parties shall comply with Federal administrative procedures in accordance with 2 CFR, Part 200, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments. Every sub-recipient receiving LCTOP funds as a contractor or sub-contractor shall comply with Federal administrative procedures in accordance with 2 CFR, Part 200, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments.
3. Any project cost for which the Lead Agency has received funds that are determined by subsequent audit to be unallowable under 2 CFR 225, 48 CFR, Chapter 1, Part 31 or 2 CFR, Part 200, are subject to repayment by the Lead Agency to the State of California (State). All projects must reduce greenhouse gas emissions, as required under Public Resources Code section 75230, and any project that fails to reduce greenhouse gases shall also have its project costs subject to repayment by the Lead Agency to the State. Should the Lead Agency fail to reimburse moneys due to the State within thirty (30) days of demand, or within such other period as may be agreed in writing between the Parties hereto, the State is authorized to intercept and withhold future payments due the Lead Agency from the State or any third-party source, including but not limited to, the State Treasurer and the State Controller.

### A. Record Retention

1. The Lead Agency agrees and will assure that its contractors and subcontractors shall establish and maintain an accounting system and records that properly accumulate and segregate incurred project costs and matching funds by line item for the project. The accounting system of the Lead Agency, its contractors and all subcontractors shall conform to Generally Accepted Accounting Principles (GAAP) and enable the determination of incurred costs at interim points of completion. All accounting records and other supporting papers of the Lead Agency, its contractors and subcontractors connected with LCTOP funding shall be maintained for a minimum of three (3) years after the "Project Closeout" report or final Phase 2 report is submitted (per CARB Funding Guidelines, Vol. 3, page 3.A-16), and shall be held open to inspection, copying, and audit by representatives of the State and the California State Auditor. Copies thereof will be furnished by the Lead Agency, its contractors, and subcontractors upon receipt of any request made by the State or its agents. In conducting an audit of the costs claimed, the State will rely to the maximum extent possible on any prior audit of the Lead Agency pursuant to the provisions of federal and State law. In the absence of such an audit, any acceptable audit work performed by the Lead Agency's external and internal auditors may be relied upon and used by the State when planning and conducting additional audits.
2. For the purpose of determining compliance with Title 21, California Code of Regulations, Section 2500 et seq., when applicable, and other matters connected with



## FY 2023-2024 LCTOP

the performance of the Lead Agency's contracts with third parties pursuant to Government Code § 8546.7, the project sponsor, its contractors and subcontractors and the State shall each maintain and make available for inspection all books, documents, papers, accounting records, and other evidence pertaining to the performance of such contracts, including, but not limited to, the costs of administering those various contracts. All of the above referenced parties shall make such materials available at their respective offices at all reasonable times during the entire project period and for three (3) years from the date of final payment. The State, the California State Auditor, or any duly authorized representative of the State, shall each have access to any books, records, and documents that are pertinent to a project for audits, examinations, excerpts, and transactions, and the Lead Agency shall furnish copies thereof if requested.

3. The Lead Agency, its contractors and subcontractors will permit access to all records of employment, employment advertisements, employment application forms, and other pertinent data and records by the Civil Rights Department, or any other agency of the State of California designated by the State, for the purpose of any investigation to ascertain compliance with this document.

### F. Special Situations

Caltrans may perform an audit and/or request detailed project information of the project sponsor's LCTOP funded projects at Caltrans' discretion at any time prior to the completion of the LCTOP.

I certify all these conditions will be met.

Autumn Bernstein

*(Print Authorized Agent)*

Director of Yolo Transportation District

*(Title)*

*(Signature)*

*(Date)*



## FY 2023-2024 LCTOP Board Resolution

RESOLUTION #2024-005

AUTHORIZATION FOR THE EXECUTION OF THE  
CERTIFICATIONS AND ASSURANCES AND AUTHORIZED AGENT FORMS  
FOR THE LOW CARBON TRANSIT OPERATIONS PROGRAM (LCTOP)  
FOR THE FOLLOWING PROJECT(S):

(2023-2024 Yolo Transportation District Bus Procurement (Year 2 of 4) \$500,203

**WHEREAS**, the Yolo County Transportation District is an eligible project sponsor and may receive state funding from the Low Carbon Transit Operations Program (LCTOP) for transit projects; and

**WHEREAS**, the statutes related to state-funded transit projects require a local or regional implementing agency to abide by various regulations; and

**WHEREAS**, Senate Bill 862 (2014) named the Department of Transportation (Department) as the administrative agency for the LCTOP; and

**WHEREAS**, the Department has developed guidelines for the purpose of administering and distributing LCTOP funds to eligible project sponsors (local agencies); and

**WHEREAS**, the Yolo County Transportation District wishes to delegate authorization to execute these documents and any amendments thereto to Chas Fadrigio, Director of Finance and Administration; and

**WHEREAS**, the Yolo County Transportation District wishes to implement the following LCTOP project(s) listed above,

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Yolo County Transportation District that the fund recipient agrees to comply with all conditions and requirements set forth in the Certification and Assurances and the Authorized Agent documents and applicable statutes, regulations and guidelines for all LCTOP funded transit projects.

**NOW THEREFORE, BE IT FURTHER RESOLVED** that Autumn Bernstein, Executive Director be authorized to execute all required documents of the LCTOP program and any Amendments thereto with the California Department of Transportation.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Yolo County Transportation District that it hereby authorizes the submittal of the following project nomination(s) and allocation request(s) to the Department in **FY2023-2024** LCTOP funds:



## FY 2023-2024 LCTOP

(Continued to next page)

**List project(s), including the following information:**

**Project Name:** (2023-2024 Yolo Transportation District Bus Procurement (Year 2 of 4))

**Short description of project:** Yolo Transportation District will procure two zero-emission battery electric buses and two charging stations.

**Amount of LCTOP funds requested:**

**Benefit to a Priority Populations:** DAC, LIC, LIC 1/2

**Amount to benefit Priority Populations:** \$500,203

**Contributing Sponsors (if applicable):** Sacramento Area Council of Governments

AGENCY BOARD DESIGNEE:

**PASSED AND ADOPTED** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, this 8th day of April 2024, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

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Josh Chapman, Chair  
Board of Directors

ATTEST:

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Heather Cioffi, Clerk  
Board of Directors

Approved as to Form:

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Kimberley Hood, District Counsel

**BOARD COMMUNICATIONS: YOLO COUNTY TRANSPORTATION DISTRICT**  
 350 Industrial Way, Woodland, CA 95776---(530) 661-0816

<b>Topic:</b> Approve Resolution 2024-006 Planning Department Position Reclassification	<b>Agenda Item#:</b>	<h1>4d</h1> <h2>Action</h2>
	<b>Agenda Type:</b>	
<b>Attachments:</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>		<b>Prepared By: A. Bernstein</b>
<b>Meeting Date: April 8, 2024</b>		

**RECOMMENDATION:**

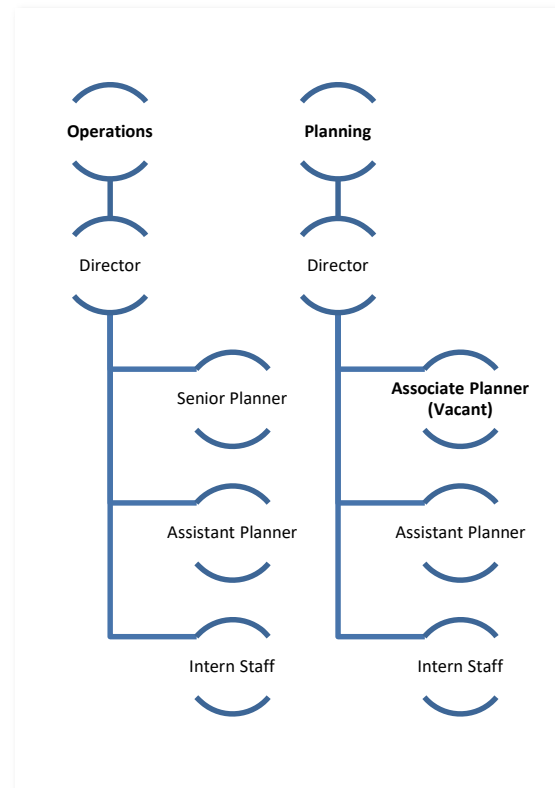
Adopt the attached Resolution to reclassify an existing vacant Associate Planner position in the Planning Department to a Senior Planner position.

**REASON FOR RECOMMENDATION:**

*Organizational Context*

In May 2023, I reorganized YoloTD by splitting the former Operations & Planning Department into a separate Operations and separate Planning departments to 1) improve consistency with the Board’s adopted Vision, Core Values, and District-Wide Priorities; 2) dedicate staff resources toward formula and competitive grant funding upon which YoloTD is dependent; and 3) manage an organizational workplan which includes a pipeline of long-range transit and multi-modal transportation planning projects on the immediate horizon. Nearly a year into this structure, staffing needs have come into clearer focus. Figure 1 is a simple chart of the current staffing structure between the Operations and Planning departments:

*Figure 1: Existing Operations & Planning Departments Staffing*



YoloTD currently has a single senior-planner level position that was until very recently assigned to the Planning Department. The current position assumes responsibilities of both a procurement and grants specialist as well as a long-range transit planner, which is two distinct functions requiring separate positions given the organization’s workplan. Recently, I reassigned this position to Operations to focus on grant planning strategy, applications, management, and compliance in addition to procurement, and operations-related transit planning and policy, including ADA/paratransit. Recall, two years ago YoloTD issued a recruitment for a procurement and grants specialist but was unable to find qualified candidates. YoloTD is fortunate to have existing Senior Planner staff with experience in these areas who can perform the duties of a procurement and grants specialist as well as planning functions within an Operations Department context.

## *Planning Department Staffing Needs*

Reassigning the existing Senior Planner to Operations results in a Planning Department vacancy with significant long-range transit and multi-modal transportation planning needs. This requires a unique, diverse skillset typically found among candidates with extensive and varied transportation planning and project management experience. Projects currently underway or anticipated to start in the near term include:

**Short Range Transit Plan (SRTP):** The SRTP is a federally required document and will serve as YoloTD's "roadmap" for decision-making over the next 5-7 years. In addition to federally required components, the SRTP will also consider potential service changes, evaluation of local fixed route service assignments, analysis and optimization of demand-responsive (i.e. microtransit) service, restructuring and simplification of fares, and a bus stop improvement plan. This plan requires strong project management skills, interagency coordination, public speaking, and transit/transportation planning skills to effectively guide our consulting team and manage all project aspects.

**UC Davis Sustainable Campus Transportation Plan:** YoloTD is facilitating grant pass-through funding to UC Davis for their Sustainable Campus Transportation Plan; an update to their 2009 Bicycle and Transit Network Study. YoloTD is responsible for managing and complying with the Caltrans Program Supplement Agreement for this project including monitoring schedule, reviewing deliverables for adherence to approved scope of work, overseeing compliance with project schedule, and submitting quarterly reports and invoices for reimbursement.

**Countywide Travel Behavior Study:** An expanding multi-modal program requires household-level travel behavior data to measure the effectiveness of our programs and progress toward transportation sustainability goals both for YoloTD and our member local agencies, all of whom have adopted Climate Action and Adaptation Plans and for which transportation is a top-two contributor of greenhouse gas emissions. None of the local agencies regularly collect household travel behavior data and this is a value-added service YoloTD's multi-modal program has prioritized for FY 2024/25. Scoping and managing this project will require a Senior Planner skillset.

**Transportation Demand Management (TDM):** YoloTD is at an inflection point in its role as a countywide consolidated transportation services and congestion management agency. Consistent with the Board's adopted vision to "provide seamless, sustainable mobility solutions to help Yolo communities thrive" YoloTD has played an active role in the TDM space by managing and expanding Yolo Commute, the county's transportation management association. With substantial TDM funding flowing to Yolo county from the Yolo 80 and Sac-5 Managed Lanes projects' VMT mitigation plans, TDM programming will increase up to 10x compared to today. An experienced Senior Planner is needed to play key roles as TDM programs develop and ramp up.

**Long-Range Grant Planning for Operations and Planning Departments:** While many grant management responsibilities will carry with the Senior Planner to Operations, YoloTD's grant needs exceed the bandwidth of a single staff person. Planning Department staff will be responsible for developing a strategy for, and seeking and managing, grant funding related to long-range planning and capital improvement projects. An experienced Senior Planner with fluency in transit and discretionary transportation grant funding is needed.

**Countywide Transportation and Capital Improvement Plans:** Yolo County local agencies have reduced discretionary grant application competitiveness because a countywide capital improvement plan with a prioritized list of projects does not exist. As the countywide consolidated transportation services and congestion management agency, YoloTD would be responsible for developing these plans in coordination with member agencies. While not on the immediate horizon for FY 2024/25, a Senior Planner skillset and experience will be needed for these projects.

*Planning Department Staffing Proposal*

Given the Planning Department’s identified need to fill the existing vacancy with a Senior Planner position, staff proposes consolidated the reclassify the Associate Planner position into a Senior Planner position. Figure 2 illustrates organizational chart changes.

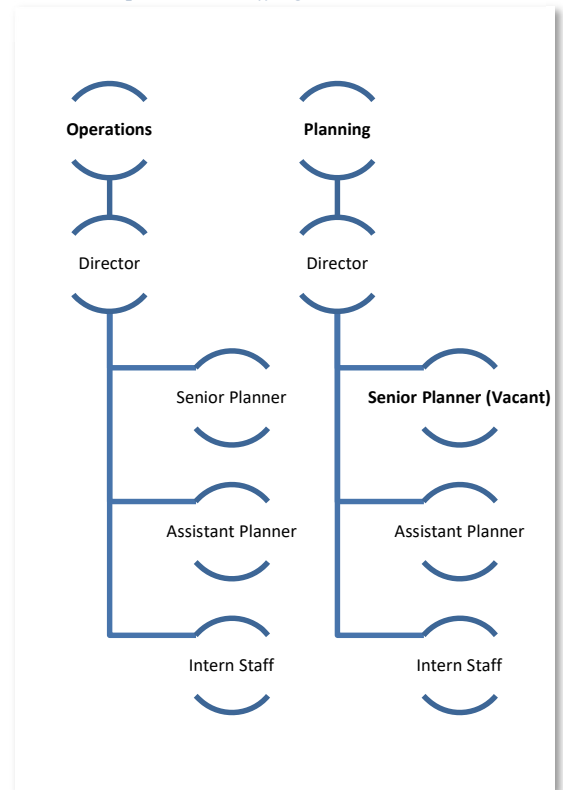
*Personnel Roles of Board & Staff*

It is the Board’s responsibility to approve changes to employee positions, job descriptions, and set salary ranges and it is the Executive Director’s responsibility to hire new employees and implement salary increases for existing staff within the Board-approved range.

*Recruitment Status*

A recruitment has been posted to fill the current Planning Department vacancy. The position has been posted such that it can be filled as either an Associate or Senior Planner, depending on the Board’s action. Staff finds that Board approval to hire at the Senior Planner level best meets organizational needs and results in position symmetry, enabling equal promotional opportunities between Planning and Operations departments.

Figure 2: Proposed Operations & Planning Departments Staffing



**BUDGET IMPACT:**

The Planning Department currently has a budgeted, vacant position at the Associate Planner level, which has resulted in significant cost savings for YoloTD. As a result of the cost savings there is no budget impact to this reclassification for FY 23/24. Annually thereafter, the expected impact is \$38,243 at existing compensation levels.

**ATTACHMENTS:**

- 1. Resolution 2024-006

**Resolution No.2024-006**

**Authorized Position and Salary Resolution**

The YCTD Board of Directors hereby approves and authorizes the Chair to sign an amendment to the Authorized Salary and Position Resolution as follows:

<b>Classification Title</b>	<b>Effective Date</b>	<b>FTE</b>	<b>Annual Salary Range</b>	<b>Narrative</b>
From: Associate Transportation Planner	April 8, 2024	1.0	\$68,357 - \$99,001	Reclassifies existing Associate Transportation Planner to a Senior Transportation Planner  Financial Impact (annually): Salary: \$30,473 <u>Benefits: \$7,770</u> Total: \$38,243
To: Senior Transportation Planner	April 8, 2024	1.0	\$100,313 - \$129,474	

**APPROVED BY THE YCTD BOARD OF DIRECTORS**

Ayes:  
Noes:  
Abstain:  
Absent:

RESOLUTION NO.: \_\_\_\_\_ DATE: \_\_\_\_\_

BY: Josh Chapman, CHAIR

ATTEST: Autumn Bernstein, Executive Director, YCTD

BY: \_\_\_\_\_ ,

Approved as to Form:

\_\_\_\_\_  
Kimberly Hood, District Counsel



# BOARD COMMUNICATIONS: YOLO COUNTY TRANSPORTATION DISTRICT

350 Industrial Way, Woodland, CA 95776 --- (530) 661-0816

<b>Topic:</b> Approve Correction to Resolution 2024-003 Authorizing Caltrans Master Agreement and Program Supplement Agreements	<b>Agenda Item #:</b>  <b>Agenda Type:</b>	<b>4e</b>  <b>Deliberation/Action</b>
		<b>Attachments</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
<b>Prepared by:</b> B. Abbanat	<b>Approved by:</b>	<b>Meeting Date:</b> April 8, 2024

## RECOMMENDATION:

Approve the attached, corrected, resolution authorizing the Executive Director to execute the Master Agreement and all Program Supplements for state and/or federally funded projects and any amendments with the California State Department of Transportation.

## BACKGROUND:

At the March 2024 Board meeting, the YoloTD Board authorized the Executive Director to execute a Master Agreement and all project-specific Program Supplement Agreements for state-funded projects. A resolution language omission occurred wherein the language should have also included *federally funded* projects. This language correction is needed for Caltrans to process reimbursement invoices for incurred and future costs for the Yolo Active Transportation Corridors (YATC) and Yolo 80 Managed Lanes projects.

## BUDGET IMPACT:

No budget impacts accompany this action.

## ATTACHMENTS

1. Resolution 2024-003

**YOLO COUNTY TRANSPORTATION DISTRICT  
RESOLUTION NO. 2024-003**

**RESOLUTION AUTHORIZING THE EXECUTION OF A MASTER AGREEMENT AND PROGRAM  
SUPPLEMENTS FOR STATE AND/OR FEDERALLY FUNDED PROJECTS**

**WHEREAS**, Yolo County Transportation District may receive federal funding from the California Department of Transportation (Department) now or sometime in the future for transportation projects; and

**WHEREAS**, the statutes related to state and/or federally-funded transportation projects require a local or regional implementing agency to execute an agreement with the Department before it can be reimbursed for project expenditures; and

**WHEREAS**, the Department utilizes a Master Agreement for Administering Agency-State Agreement Federal-Aid Projects, Program Supplemental Agreements, Fund Exchange Agreements and/or Fund Transfer Agreements, for the purpose of administering and reimbursing state and/or federal transportation funds to local agencies; and

**WHEREAS**, Yolo County Transportation District wishes to delegate authorization to execute these agreements and any amendments thereto to the Executive Director.

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Directors of the Yolo County Transportation District, that the funds recipient agrees to comply with all conditions and requirements set forth in this agreement and applicable statutes, regulations, and guidelines for all state and/or federally funded transportation projects.

**NOW, THEREFORE, BE IT FURTHER RESOLVED** that the Executive Director is hereby authorized to execute the Master Agreement Administering Agency-State Agreement for Federal-Aid Projects and all Program Supplement Agreements for state and/or federally funded transportation projects and any amendments thereto with the California Department of Transportation.

**PASSED AND ADOPTED** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, this 8<sup>h</sup> day of April 2024, as follows:

- AYES:
- NOES:
- ABSTAIN:
- ABSENT:

\_\_\_\_\_  
Josh Chapman, Chair  
Board of Directors

ATTEST:

\_\_\_\_\_  
Heather Cioffi, Clerk  
Board of Directors

By \_\_\_\_\_  
Kimberly Hood, District Counsel

**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Presentation on Yolo County Climate Action Plan with Guest Speaker Kristen Wraithwall, Sustainability Manager, County of Yolo	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>5</b>  <b>Action</b>	
		<b>Attachments:</b>	Yes <input type="radio"/> No <input checked="" type="radio"/>
<b>Prepared By: Brian Abbanat</b>		<b>Meeting Date: April 8th, 2024</b>	

**RECOMMENDATION:**

Receive a presentation on the Yolo County Climate Action and Adaptation Plan (YCCAAP) from Yolo County Sustainability Manager, Kristen Wraithwall, and provide feedback.

**BACKGROUND:**

Yolo County is currently developing a Climate Action and Adaptation Plan which will include recommendations for how we can lower emissions, protect our natural resources, use more renewable energy, support the sustainable agricultural practices that are already thriving here in Yolo County, and more. The CAAP is designed to benefit all community members and to promote health, equity, and resilience in all processes and outcomes.

The YoloTD Board will receive a presentation from Yolo County’s Sustainability Manager on findings, project status, solicit feedback from the Board, and share next steps.

Due to Yolo County staff availability and timing of YoloTD’s Citizens Advisory Committee (CAC), staff were unable to schedule this topic for the CAC prior to the April 8 Board meeting. Both the CAC and the Board will receive presentations in fall 2024 when action by the Yolo County Board of Supervisors is expected on the YCCAAP.

**COMMUNICATION: YOLO COUNTY TRANSPORTATION DISTRICT**

**350 Industrial Way, Woodland, CA 95776 (530) 661-0816**

<b>Topic:</b> Recommendation to align YoloTD salary scales with December 2023 benchmarking survey results.	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>6</b>
		<b>Deliberation/* Action</b>
<b>Prepared By: Chas Ann Fadrigio</b>		<b>Attachments:</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
		<b>Meeting Date: April 9, 2024</b>

**RECOMMENDATION:**

Adopt a resolution to increase the salary scales for YoloTD job classifications to align with the December 2023 salary benchmarking survey results, retroactive to July 1, 2023.

**BACKGROUND:**

Previous District salary surveys conducted in 2018 and 2021 revealed limitations, including outdated job descriptions, not using the most comparable agencies for benchmarking, applying the average values to determine salaries, and not evaluating benefits as well as salaries. Both surveys were conducted in-house by YoloTD staff, without the involvement of HR professionals or outside consultants with a background and qualifications in compensation studies. In 2018, only a few salaries were adjusted despite the salary survey suggesting that broader adjustments were warranted. The 2021 survey, while implemented across all positions, resulted in employees being placed at the bottom of the new salary scale, regardless of skill level and years of service.

In contrast, GovInvest's 2023 salary benchmarking survey represents a significant improvement. The process began in May 2023 and concluded in December 2023. After a competitive recruitment process, we hired the consulting firm GovInvest to conduct the compensation review. YoloTD's outside HR Consultant, Deborah Boutte of CPS Human Resources was also involved at every step in the process to ensure comprehensive consideration of all relevant issues alongside policy compliance. Comparable agencies were selected based on industry, population, organization size, shared labor market, and geographical locations to facilitate meaningful salary comparisons. In addition, similar job roles were compared based on experience, skills, education, and duties.

The survey prompted questions about the District's historical practices. It was discovered that nearly all the roles had evolved over the years, with additional duties assigned to some positions and restructuring of others. Outdated job descriptions directly impacted the accuracy of salary comparisons. As a part of the process, incumbents reviewed and revised their job descriptions with their managers in advance.

**DISCUSSION & ANALYSIS:**

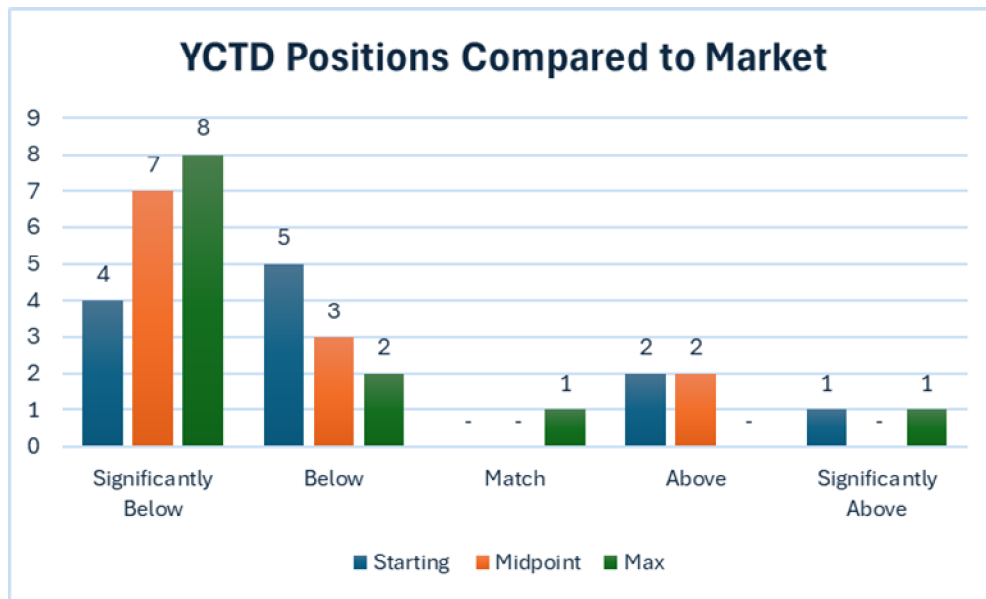
The District has faced challenges in attracting talent, particularly from 2021 to 2023, due in part to its non-competitive salaries. During this period, recruitment efforts yielded small applicant pools with fewer than three

qualified candidates for consideration. For instance, the District contracted a recruiting firm for the Director of Finance and Administration position. Despite the firm's wider reach within the local government job market, three candidates were deemed qualified, with only two participating in the panel interview process. Similar results occurred in the recent recruitments of the Senior Finance Associate and Grants & Procurement Specialist (which we were unable to fill due to a lack of qualified candidates), positions.

Summary of Salary Survey

The GovInvest 2023 salary benchmarking survey summarized in Table 1 reveals significant disparities in salary scales between YCTD positions and comparable benchmark agencies.

**Table 1: YCTD Positions Compared to Market**



The Starting salary comparison in Table 2 shows that nine (9) out of twelve (12) positions are below or significantly below market rates.

**Table 2: Starting Salary Comparison**

Position	Sample Size	Starting Salary Rate				
		YTD	25th P	Median	75th P	% from Median
IT Lead	n=5	\$8,487	\$7,583	\$7,630	\$7,718	11.2%
Senior Transportation Planner	n=8	\$8,359	\$7,539	\$8,039	\$8,695	4.0%
Communications & Marketing Specialist	n=5	\$7,007	\$6,655	\$6,910	\$6,935	1.4%
Associate Transportation Planner	n=9	\$6,717	\$6,360	\$6,752	\$6,910	-0.5%
Director of Planning	n=9	\$11,775	\$10,639	\$11,989	\$13,225	-1.8%
Director of Transit Operations	n=8	\$11,775	\$11,786	\$12,020	\$12,628	-2.0%
Executive Assistant and Clerk of the Board	n=7	\$6,206	\$5,136	\$6,360	\$6,750	-2.4%
Assistant Transportation Planner	n=5	\$5,696	\$5,072	\$5,852	\$5,973	-2.7%
Accounting Technician	n=6	\$4,429	\$4,764	\$4,944	\$5,250	-10.4%
Director of Finance and Administration	n=6	\$11,453	\$11,985	\$12,808	\$15,415	-10.6%
Accountant I	n=7	\$5,319	\$5,689	\$6,191	\$6,969	-14.1%
IT Systems Support Tech	n=4	\$4,668	\$5,193	\$5,582	\$5,962	-16.4%
Accountant II	n=7	-	\$6,922	\$7,714	\$8,315	-

The Midpoint salary comparison in Table 3 shows the trend persists, where ten (10) positions are below or significantly below market rates.

**Table 3: Midpoint Salary Comparison**

Position	Sample Size	Midpoint Salary Rate				
		YTD	25th P	Median	75th P	% from Median
Executive Assistant and Clerk of the Board	n=7	\$7,138	\$6,159	\$6,777	\$7,758	5.3%
IT Lead	n=5	\$9,585	\$9,125	\$9,157	\$9,261	4.7%
Assistant Transportation Planner	n=5	\$6,391	\$6,087	\$6,617	\$6,778	-3.4%
Senior Transportation Planner	n=8	\$9,575	\$9,018	\$10,001	\$10,529	-4.3%
Communications & Marketing Specialist	n=5	\$7,635	\$7,503	\$7,986	\$8,120	-4.4%
Director of Transit Operations	n=8	\$13,006	\$13,183	\$13,924	\$14,417	-6.6%
Associate Transportation Planner	n=9	\$7,484	\$7,503	\$8,014	\$8,120	-6.6%
Director of Planning	n=9	\$13,006	\$12,767	\$14,119	\$14,649	-7.9%
Accounting Technician	n=6	\$4,917	\$5,284	\$5,598	\$5,718	-12.2%
Director of Finance and Administration	n=6	\$12,766	\$12,748	\$15,032	\$18,109	-15.1%
Accountant I	n=7	\$6,020	\$6,574	\$7,380	\$8,192	-18.4%
IT Systems Support Tech	n=4	\$5,219	\$6,063	\$6,512	\$7,046	-19.9%
Accountant II	n=7	-	\$8,359	\$8,968	\$10,123	-

At the maximum salary point shown in Table 4, ten (10) positions remain below or significantly below market rates, with only one matching the market and one significantly above.

**Table 4: Max Salary Comparison**

Position	Sample Size	Max Salary Rate				
		YTD	25th P	Median	75th P	% from Median
Executive Assistant and Clerk of the Board	n=7	\$8,069	\$7,058	\$7,259	\$8,975	11.2%
IT Lead	n=5	\$10,684	\$10,667	\$10,683	\$10,805	0.0%
Assistant Transportation Planner	n=5	\$7,085	\$7,101	\$7,260	\$7,704	-2.4%
Senior Transportation Planner	n=8	\$10,790	\$10,372	\$11,579	\$13,583	-6.8%
Accounting Technician	n=6	\$5,405	\$5,700	\$6,046	\$6,306	-10.6%
Director of Transit Operations	n=8	\$14,237	\$14,941	\$15,935	\$16,336	-10.7%
Communications & Marketing Specialist	n=5	\$8,264	\$8,646	\$9,317	\$9,329	-11.3%
Associate Transportation Planner	n=9	\$8,250	\$8,441	\$9,305	\$9,452	-11.3%
Director of Planning	n=9	\$14,237	\$14,895	\$16,072	\$16,594	-11.4%
Director of Finance and Administration	n=6	\$14,080	\$14,368	\$17,255	\$19,950	-18.4%
Accountant I	n=7	\$6,721	\$7,670	\$8,569	\$9,416	-21.6%
IT Systems Support Tech	n=4	\$5,770	\$6,932	\$7,443	\$8,129	-22.5%
Accountant II	n=7	-	\$9,394	\$9,840	\$11,739	-

### Cost of Living Adjustments

In addition to salary comparisons, GovInvest considered several other factors. Table 5 shows cost-of-living adjustments (COLA) implemented by comparable agencies and whether these agencies had union representation for employees. Table 6 shows a budget comparison to better understand how the agency's size impacts salaries based on total budgeted expenses.

**Table 5: Comparator COLA Details**

Comparator Agency	Union	Most Recent COLA		Upcoming COLA	
		Date	%	Date	%
Central Contra Costa Transit Authority	Administration	7/1/2023	4.9%	7/1/2024	ND
Contra Costa Transportation Authority	Administration	7/1/2023	4.9%	ND	ND
Contra Costa Transportation Authority	Finance	7/1/2023	4.9%	ND	ND
Contra Costa Transportation Authority	Planning	7/1/2023	4.9%	ND	ND
Marin Transit	Administrative Assistant	6/5/2023	5.3%	ND	ND
Marin Transit	Analyst	6/5/2023	5.3%	ND	ND
Marin Transit	Director	6/5/2023	5.3%	ND	ND
Marin Transit	Senior Analyst	6/5/2023	5.3%	ND	ND
Monterey-Salinas Transit	CU	1/1/2022	3.0%	ND	ND
Monterey-Salinas Transit	MSTEA	1/1/2022	3.0%	ND	ND
Sacramento Regional Transit	ATU - Admin	ND	ND	1/1/2024	4.0%
Sacramento Regional Transit	Operating Engineers (OE3)	1/1/2023	3.0%	1/1/2024	3.0%
SamTrans (San Mateo)	-	ND	ND	ND	ND
San Joaquin Regional Transit District	-	ND	ND	ND	ND
Solano Transportation Authority	-	7/1/2023	3.0%	ND	ND
SolTrans	-	ND	ND	ND	ND
Yuba-Sutter Transit	-	ND	ND	ND	ND

**Table 6: Budget Comparison**

Comparator Agency	Total Expenses		% Diff vs. YTD
	Budget Size (\$MM)	Fiscal Year	
Sacramento Regional Transit	\$230.9	FY23	1072.7%
SamTrans (San Mateo)	\$184.1	FY23	835.2%
Contra Costa Transportation Authority	\$134.9	FY21/22	585.1%
Monterey-Salinas Transit	\$58.7	FY23	198.1%
San Joaquin Regional Transit District	\$48.7	FY22/23	198.1%
Central Contra Costa Transit Authority	\$47.3	FY23	140.2%
Marin Transit	\$43.0	FY23/24	118.4%
Solano Transportation Authority	\$29.8	FY21/22	51.3%
SolTrans	\$18.3	FY22/23	-7.1%
Yuba-Sutter Transit	\$8.8	FY23	-55.3%
Yolo Transportation District	\$19.7	FY23/24	-

The GovInvest 2023 survey highlights the District's need to align its salaries with market standards. One significant finding matched to many comparable agencies is the absence of salary steps in the current structure. Salary steps allow employees to progress incrementally within their pay scales, providing a clear path to advancement. This structured approach offers transparency and fairness in salary increases. Implementing salary steps could enhance the District's ability to attract, retain, and motivate employees, ultimately contributing to a positive work environment. Additionally, the structure ensures consistency in compensation for both current staff and new hires, promoting fairness across the organization.

As depicted in Table 7, staff recommends that the District adopt a new five-step salary structure to align it with the best practice of most public agencies. Each classification would have an equal number of steps and the same percentage increase at each step. The starting, midpoint, and maximum salaries would remain competitive and would be reflected in the five-step salary structure.

**Table 7: Proposed Step Schedule**

Classification	Each Step for All Classifications Represents 7% Increase				
	Step 1	Step 2	Step 3	Step 4	Step 5
Accountant I	\$6,537	\$6,995	\$7,485	\$8,008	\$8,569
Accountant II	\$7,507	\$8,032	\$8,595	\$9,196	\$9,840
Accounting Technician	\$4,768	\$5,102	\$5,459	\$5,841	\$6,250
Assistant Transportation Planner	\$5,684	\$6,081	\$6,507	\$6,963	\$7,450
Associate Transportation Planner	\$7,099	\$7,596	\$8,128	\$8,697	\$9,305
Communications & Marketing Specialist	\$7,108	\$7,605	\$8,138	\$8,707	\$9,317
Director of Finance and Administration	\$13,164	\$14,085	\$15,071	\$16,126	\$17,255
Director of Planning	\$12,261	\$13,120	\$14,038	\$15,021	\$16,072
Director of Transit Operations	\$12,157	\$13,008	\$13,918	\$14,892	\$15,935
Executive Assistant and Clerk of the Board	\$5,817	\$6,224	\$6,660	\$7,126	\$7,625
IT Lead	\$8,150	\$8,721	\$9,331	\$9,984	\$10,683
IT Systems Support Tech	\$5,678	\$6,076	\$6,501	\$6,956	\$7,443
Senior Transportation Planner	\$8,834	\$9,452	\$10,114	\$10,822	\$11,579



In conclusion, staff recommends that the Board adopt a resolution to increase the salary scales for YoloTD job classifications, aligning them with the December 2023 salary benchmarking survey results, with the start date retroactive to July 1, 2023. This recommendation recognizes the significant disparities revealed by the GovInvest survey, indicating that the current salary structures fall below market rates across various positions. The proposed adoption of a five-step salary schedule, aligning with industry standards, aims to promote retention, address recruitment challenges, and establish a fair and transparent salary structure.

Making the start date retroactive to July 1, 2023 is important because the Board did not approve an annual COLA increase for FY 2023-24. Based on our existing personnel policies, the COLA would have been an exceptionally high 7.67% due to record high rates of inflation. The Board deferred action on the COLA until the completion of this salary survey and the accompanying changes to our personnel policies, which limit COLA increases to a range of 2-4%.

## **BUDGET IMPACT:**

No impact on current (FY2023-24) budget. On June 12, 2023, the Board approved an annual FY2023-2024 operating budget that anticipated the salary benchmarking study and allocated \$200,000-\$245,000 for implementation. Based on the survey results and placement of incumbents within the adjusted salary scales, the estimated cost, retroactive to July 1, 2023, is \$176,000.

### **Attachments:**

1. Yolo Transportation District – Salary Benchmarking Survey by GovInvest, December 2023
2. Resolution 2024-007

**YOLO COUNTY TRANSPORTATION DISTRICT  
RESOLUTION NO. 2024-007**

**RESOLUTION TO ADOPT SALARY SCALE ADJUSTMENTS  
RETROACTIVE FROM JULY 1, 2023**

**WHEREAS**, the Yolo County Transportation District (YCTD) conducted a salary benchmarking survey in collaboration with GovInvest and CPHRS Human Resources consultants from May 2023 to December 2023, revealing significant disparities between YCTD positions and comparable agencies in terms of starting, midpoint, and maximum salaries; and

**WHEREAS**, staff recommends the Board adopt a five-step salary schedule, aligning with industry standards, to promote retention, address recruitment challenges, and establish a fair and transparent salary structure; and

**WHEREAS**, on May 8, 2023, the Board directed staff to defer the July 1, 2023, Cost-of-Living adjustments (COLA) pending the completion of the salary benchmarking survey;

**WHEREAS**, the estimated cost of implementing the new salary scales, including the District's CalPERS pension contribution retroactive to July 1, 2023, is \$176,000, which falls within the budgeted amount approved by the Board for FY2023-2024 on June 12, 2023, resulting in no additional budget impact;

**NOW, THEREFORE, BE IT RESOLVED** Yolo District Transportation District as follows:

- Salary Scale Adjustment: The Board approves the adjustment of salary scales for YCTD job classifications to align with the December 2023 salary benchmarking survey results.
- Implementation of Five-Step Salary Schedule: The Board approves the implementation of a five-step salary schedule for each classification, with 7% increments between each step, effective retroactively to July 1, 2023.

**PASSED AND ADOPTED** by the Board of Directors of the Yolo District Transportation District, District of Yolo, State of California, this 9<sup>th</sup> day of April 2024, by the following vote:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

\_\_\_\_\_  
Josh Chapman, Chair  
Board of Directors

ATTEST:

\_\_\_\_\_  
Heather Cioffi, Clerk  
Board of Directors

By \_\_\_\_\_  
Kimberly Hood, District Counsel

# Yolo Transportation District – Salary Benchmarking

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# Introduction

- This document contains a preliminary review of market salary levels only for select classifications comparable to Yolo Transportation District
  - GovInvest will include more information on other costs as part of the final product
  - Note that these results are preliminary and are intended to guide ongoing conversations around compensation
- The competitive benchmarks targeted for each matched position include one or both of the following:
  - Median of Comparator group
  - +/- 5% within Comparator group median

# Executive Summary

- Yolo Transportation District's current salaries are more competitive at the minimum level, but become less competitive as employees approach the maximum salary level
- 4 classifications are positioned below a competitive range of median in all 3 salary levels (min/mid/max), while 3 classifications (Assistant Transportation Planner, Executive Assistant and Clerk of the Board, and IT Lead) are at or above a competitive range to median at all 3 levels
- COLAs that have been most recently applied are said to range between 3%-5%, while upcoming COLAs disclosed are said to range between 3%-4%
- In order to be better aligned to market, Yolo Transportation District may want to consider notable increases to salaries above the minimum end of the salary ranges, with additional emphasis on the classifications that are below market at all salary levels

# Market Summary: List of Comparators

**DRAFT**

- Central Contra Costa Transit Authority
- Contra Costa Transportation Authority
- Marin Transit
- Monterey-Salinas Transit
- Sacramento Regional Transit
- SamTrans (San Mateo)
- San Joaquin Regional Transit District
- Solano Transportation Authority
- SolTrans
- Yuba-Sutter Transit

# Market Summary:

## List of Positions Evaluated

**DRAFT**

- Accounting Technician
- Accountant I
- Accountant II
- Assistant Transportation Planner
- Associate Transportation Planner
- Communications & Marketing Specialist
- Director of Finance and Administration
- Director of Planning
- Director of Transit Operations
- Executive Assistant and Clerk of the Board
- IT Lead
- IT Systems Support Tech
- Senior Transportation Planner

# Market Summary



# Market Summary: Starting Salary Comparison

**DRAFT**

Starting salaries are mixed in competitiveness across classifications

- When comparing the 12 starting salary ranges at YTD to peers:
  - 4 classifications are below a competitive range of median
    - 5 classifications are below the 25<sup>th</sup> percentile
    - 4 classifications are below -10% of their respective medians
  - IT Lead is above a competitive range of median, and 2 classifications (IT Lead and Communications & Marketing Specialist) are above the 75<sup>th</sup> percentile

Position	Sample Size	Starting Salary Rate				
		YTD	25th P	Median	75th P	% from Median
IT Lead	n=5	\$8,487	\$7,583	\$7,630	\$7,718	11.2%
Senior Transportation Planner	n=8	\$8,359	\$7,539	\$8,039	\$8,695	4.0%
Communications & Marketing Specialist	n=5	\$7,007	\$6,655	\$6,910	\$6,935	1.4%
Associate Transportation Planner	n=9	\$6,717	\$6,360	\$6,752	\$6,910	-0.5%
Director of Planning	n=9	\$11,775	\$10,639	\$11,989	\$13,225	-1.8%
Director of Transit Operations	n=8	\$11,775	\$11,786	\$12,020	\$12,628	-2.0%
Executive Assistant and Clerk of the Board	n=7	\$6,206	\$5,136	\$6,360	\$6,750	-2.4%
Assistant Transportation Planner	n=5	\$5,696	\$5,072	\$5,852	\$5,973	-2.7%
Accounting Technician	n=6	\$4,429	\$4,764	\$4,944	\$5,250	-10.4%
Director of Finance and Administration	n=6	\$11,453	\$11,985	\$12,808	\$15,415	-10.6%
Accountant I	n=7	\$5,319	\$5,689	\$6,191	\$6,969	-14.1%
IT Systems Support Tech	n=4	\$4,668	\$5,193	\$5,582	\$5,962	-16.4%
Accountant II	n=7	-	\$6,922	\$7,714	\$8,315	-

# Market Summary: Salary Midpoint Comparison

**DRAFT**

Salary midpoints are less competitive across classifications

- When comparing the 12 salary midpoints at YTD to peers:
  - 7 classifications are below a competitive range of median, 5 of which are below the 25<sup>th</sup> percentile
  - 4 of the 7 classifications below a competitive range are also below -10% of their respective medians
  - Executive Assistant and Clerk of the Board is the only classification above a competitive range of median; IT Lead is positioned above the 75<sup>th</sup> percentile

Position	Sample Size	Midpoint Salary Rate				
		YTD	25th P	Median	75th P	% from Median
Executive Assistant and Clerk of the Board	n=7	\$7,138	\$6,159	\$6,777	\$7,758	5.3%
IT Lead	n=5	\$9,585	\$9,125	\$9,157	\$9,261	4.7%
Assistant Transportation Planner	n=5	\$6,391	\$6,087	\$6,617	\$6,778	-3.4%
Senior Transportation Planner	n=8	\$9,575	\$9,018	\$10,001	\$10,529	-4.3%
Communications & Marketing Specialist	n=5	\$7,635	\$7,503	\$7,986	\$8,120	-4.4%
Director of Transit Operations	n=8	\$13,006	\$13,183	\$13,924	\$14,417	-6.6%
Associate Transportation Planner	n=9	\$7,484	\$7,503	\$8,014	\$8,120	-6.6%
Director of Planning	n=9	\$13,006	\$12,767	\$14,119	\$14,649	-7.9%
Accounting Technician	n=6	\$4,917	\$5,284	\$5,598	\$5,718	-12.2%
Director of Finance and Administration	n=6	\$12,766	\$12,748	\$15,032	\$18,109	-15.1%
Accountant I	n=7	\$6,020	\$6,574	\$7,380	\$8,192	-18.4%
IT Systems Support Tech	n=4	\$5,219	\$6,063	\$6,512	\$7,046	-19.9%
Accountant II	n=7	-	\$8,359	\$8,968	\$10,123	-

# Market Summary: Max Salary Comparison

**DRAFT**

## Max salaries are not competitive across classifications

- When comparing the 12 max salary ranges at YTD to peers:
  - 9 classifications are below a competitive range of median
    - 9 classifications are below the 25<sup>th</sup> percentile
    - 8 classifications are below -10% of their respective medians
  - Executive Assistant and Clerk of the Board is the only classification above a competitive range of median; no classifications are positioned above the 75<sup>th</sup> percentile at the max

Position	Sample Size	Max Salary Rate				
		YTD	25th P	Median	75th P	% from Median
Executive Assistant and Clerk of the Board	n=7	\$8,069	\$7,058	\$7,259	\$8,975	11.2%
IT Lead	n=5	\$10,684	\$10,667	\$10,683	\$10,805	0.0%
Assistant Transportation Planner	n=5	\$7,085	\$7,101	\$7,260	\$7,704	-2.4%
Senior Transportation Planner	n=8	\$10,790	\$10,372	\$11,579	\$13,583	-6.8%
Accounting Technician	n=6	\$5,405	\$5,700	\$6,046	\$6,306	-10.6%
Director of Transit Operations	n=8	\$14,237	\$14,941	\$15,935	\$16,336	-10.7%
Communications & Marketing Specialist	n=5	\$8,264	\$8,646	\$9,317	\$9,329	-11.3%
Associate Transportation Planner	n=9	\$8,250	\$8,441	\$9,305	\$9,452	-11.3%
Director of Planning	n=9	\$14,237	\$14,895	\$16,072	\$16,594	-11.4%
Director of Finance and Administration	n=6	\$14,080	\$14,368	\$17,255	\$19,950	-18.4%
Accountant I	n=7	\$6,721	\$7,670	\$8,569	\$9,416	-21.6%
IT Systems Support Tech	n=4	\$5,770	\$6,932	\$7,443	\$8,129	-22.5%
Accountant II	n=7	-	\$9,394	\$9,840	\$11,739	-

# Market Summary: Market-Aligned Pay Ranges

**DRAFT**

Classification	Current Salary Range			Market-Aligned Salary Range		
	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
Accountant I	\$5,319	\$6,020	\$6,721	<b>\$6,191</b>	<b>\$7,380</b>	<b>\$8,569</b>
Accountant II	-	-	-	<b>\$7,714</b>	<b>\$8,968</b>	<b>\$9,840</b>
Accounting Technician	\$4,429	\$4,917	\$5,405	<b>\$4,944</b>	<b>\$5,598</b>	<b>\$6,046</b>
Assistant Transportation Planner	\$5,696	\$6,391	\$7,085	<b>\$5,852</b>	<b>\$6,617</b>	<b>\$7,260</b>
Associate Transportation Planner	\$6,717	\$7,484	\$8,250	<b>\$6,752</b>	<b>\$8,014</b>	<b>\$9,305</b>
Communications & Marketing Specialist	\$7,007	\$7,635	\$8,264	<b>\$6,910</b>	<b>\$7,986</b>	<b>\$9,317</b>
Director of Finance and Administration	\$11,453	\$12,766	\$14,080	<b>\$12,808</b>	<b>\$15,032</b>	<b>\$17,255</b>
Director of Planning	\$11,775	\$13,006	\$14,237	<b>\$11,989</b>	<b>\$14,119</b>	<b>\$16,072</b>
Director of Transit Operations	\$11,775	\$13,006	\$14,237	<b>\$12,020</b>	<b>\$13,924</b>	<b>\$15,935</b>
Executive Assistant and Clerk of the Board	\$6,206	\$7,138	\$8,069	<b>\$6,360</b>	<b>\$6,777</b>	<b>\$7,259</b>
IT Lead	\$8,487	\$9,585	\$10,684	<b>\$7,630</b>	<b>\$9,157</b>	<b>\$10,683</b>
IT Systems Support Tech	\$4,668	\$5,219	\$5,770	<b>\$5,582</b>	<b>\$6,512</b>	<b>\$7,443</b>
Senior Transportation Planner	\$8,359	\$9,575 <sup>124</sup>	\$10,790	<b>\$8,039</b>	<b>\$10,001</b>	<b>\$11,579</b>

# Market Summary: Proposed Step Schedule – Fixed Increases

**DRAFT**

Classification	Each Step for All Classifications Represents 7% Increase				
	Step 1	Step 2	Step 3	Step 4	Step 5
Accountant I	\$6,537	\$6,995	\$7,485	\$8,008	\$8,569
Accountant II	\$7,507	\$8,032	\$8,595	\$9,196	\$9,840
Accounting Technician	\$4,768	\$5,102	\$5,459	\$5,841	\$6,250
Assistant Transportation Planner	\$5,684	\$6,081	\$6,507	\$6,963	\$7,450
Associate Transportation Planner	\$7,099	\$7,596	\$8,128	\$8,697	\$9,305
Communications & Marketing Specialist	\$7,108	\$7,605	\$8,138	\$8,707	\$9,317
Director of Finance and Administration	\$13,164	\$14,085	\$15,071	\$16,126	\$17,255
Director of Planning	\$12,261	\$13,120	\$14,038	\$15,021	\$16,072
Director of Transit Operations	\$12,157	\$13,008	\$13,918	\$14,892	\$15,935
Executive Assistant and Clerk of the Board	\$5,817	\$6,224	\$6,660	\$7,126	\$7,625
IT Lead	\$8,150	\$8,721	\$9,331	\$9,984	\$10,683
IT Systems Support Tech	\$5,678	\$6,076	\$6,501	\$6,956	\$7,443
Senior Transportation Planner	\$8,834	\$9,452	\$10,114	\$10,822	\$11,579

## Pros

- Each classification has both the same number of steps and the same percent increase at each step
- Each classification is equal to or within +5% above the market median at the maximum rate
- No classification is below a competitive range to median at either the min/max
- Percent difference between min/max is uniform for all classifications at about 31%

## Cons

- Max salaries for all classifications except 3 will be aligned exactly at market median
- Accountant I, Associate Transportation Planner, IT Lead, and Senior Transportation Planner will be the only classifications above a competitive range at the step 1 salary rate

# Market Summary: Comparator COLA Details

**DRAFT**

- In an effort to better understand what COLAs comparators are providing to employees, the table at right details the most recent COLA applied as well as what the next COLA is disclosed as being, if applicable
- County Connection, Contra Costa Transportation Authority, Marin Transit, Monterey-Salinas Transit, Sacramento Regional Transit, and STA each disclosed a COLA adjustment within the past year or two as approximately ranging between 3% to 5%
- Only Sacramento Regional Transit disclosed forward-looking COLAs, which were stated as being 4% for ATU Admin classifications and 3% for Operating Engineers; County Connection is expected to implement a COLA but by an undisclosed amount

Comparator Agency	Union	Most Recent COLA		Upcoming COLA	
		Date	%	Date	%
Central Contra Costa Transit Authority	Administration	7/1/2023	4.9%	7/1/2024	ND
Contra Costa Transportation Authority	Administration	7/1/2023	4.9%	ND	ND
Contra Costa Transportation Authority	Finance	7/1/2023	4.9%	ND	ND
Contra Costa Transportation Authority	Planning	7/1/2023	4.9%	ND	ND
Marin Transit	Administrative Assistant	6/5/2023	5.3%	ND	ND
Marin Transit	Analyst	6/5/2023	5.3%	ND	ND
Marin Transit	Director	6/5/2023	5.3%	ND	ND
Marin Transit	Senior Analyst	6/5/2023	5.3%	ND	ND
Monterey-Salinas Transit	CU	1/1/2022	3.0%	ND	ND
Monterey-Salinas Transit	MSTEA	1/1/2022	3.0%	ND	ND
Sacramento Regional Transit	ATU - Admin	ND	ND	1/1/2024	4.0%
Sacramento Regional Transit	Operating Engineers (OE3)	1/1/2023	3.0%	1/1/2024	3.0%
SamTrans (San Mateo)	-	ND	ND	ND	ND
San Joaquin Regional Transit District	-	ND	ND	ND	ND
Solano Transportation Authority	-	7/1/2023	3.0%	ND	ND
SolTrans	-	ND	ND	ND	ND
Yuba-Sutter Transit	-	ND	ND	ND	ND

# Market Summary: Budget Comparison

**DRAFT**

- To better understand how the size of agency impacts salaries, we reviewed budget filing disclosures at each agency and compared the total budgeted expenses to YTD's
- What we see is that most comparator agencies budget their expenses at almost twice the level of YTD's FY23/24 budgeted expenses
- Sacramento Regional Transit has the largest budget by far, followed by SamTrans and Contra Costa Transportation Authority
- SolTrans and Yuba-Sutter each have smaller budget sizes than YTD

Comparator Agency	Total Expenses Budget Size (\$MM)	Fiscal Year	% Diff vs. YTD
Sacramento Regional Transit	\$230.9	FY23	1072.7%
SamTrans (San Mateo)	\$184.1	FY23	835.2%
Contra Costa Transportation Authority	\$134.9	FY21/22	585.1%
Monterey-Salinas Transit	\$58.7	FY23	198.1%
San Joaquin Regional Transit District	\$48.7	FY22/23	198.1%
Central Contra Costa Transit Authority	\$47.3	FY23	140.2%
Marin Transit	\$43.0	FY23/24	118.4%
Solano Transportation Authority	\$29.8	FY21/22	51.3%
SolTrans	\$18.3	FY22/23	-7.1%
Yuba-Sutter Transit	\$8.8	FY23	-55.3%
Yolo Transportation District	\$19.7	FY23/24	-

# Appendix



# Appendix: External Prevailing Rate Comparison

**DRAFT**

Position ▼	Sample Size	Starting Salary Rate					Midpoint Salary Rate					Max Salary Rate				
		YTD	25th P	Median	75th P	% from Median	YTD	25th P	Median	75th P	% from Median	YTD	25th P	Median	75th P	% from Median
Accountant I	n=7	\$5,319	\$5,689	\$6,191	\$6,969	-14.1%	\$6,020	\$6,574	\$7,380	\$8,192	-18.4%	\$6,721	\$7,670	\$8,569	\$9,416	-21.6%
Accountant II	n=7	-	\$6,922	\$7,714	\$8,315	-	-	\$8,359	\$8,968	\$10,123	-	-	\$9,394	\$9,840	\$11,739	-
Accounting Technician	n=6	\$4,429	\$4,764	\$4,944	\$5,250	-10.4%	\$4,917	\$5,284	\$5,598	\$5,718	-12.2%	\$5,405	\$5,700	\$6,046	\$6,306	-10.6%
Assistant Transportation Planner	n=5	\$5,696	\$5,072	\$5,852	\$5,973	-2.7%	\$6,391	\$6,087	\$6,617	\$6,778	-3.4%	\$7,085	\$7,101	\$7,260	\$7,704	-2.4%
Associate Transportation Planner	n=9	\$6,717	\$6,360	\$6,752	\$6,910	-0.5%	\$7,484	\$7,503	\$8,014	\$8,120	-6.6%	\$8,250	\$8,441	\$9,305	\$9,452	-11.3%
Communications & Marketing Specialist	n=5	\$7,007	\$6,655	\$6,910	\$6,935	1.4%	\$7,635	\$7,503	\$7,986	\$8,120	-4.4%	\$8,264	\$8,646	\$9,317	\$9,329	-11.3%
Director of Finance and Administration	n=6	\$11,453	\$11,985	\$12,808	\$15,415	-10.6%	\$12,766	\$12,748	\$15,032	\$18,109	-15.1%	\$14,080	\$14,368	\$17,255	\$19,950	-18.4%
Director of Planning	n=9	\$11,775	\$10,639	\$11,989	\$13,225	-1.8%	\$13,006	\$12,767	\$14,119	\$14,649	-7.9%	\$14,237	\$14,895	\$16,072	\$16,594	-11.4%
Director of Transit Operations	n=8	\$11,775	\$11,786	\$12,020	\$12,628	-2.0%	\$13,006	\$13,183	\$13,924	\$14,417	-6.6%	\$14,237	\$14,941	\$15,935	\$16,336	-10.7%
Executive Assistant and Clerk of the Board	n=7	\$6,206	\$5,136	\$6,360	\$6,750	-2.4%	\$7,138	\$6,159	\$6,777	\$7,758	5.3%	\$8,069	\$7,058	\$7,259	\$8,975	11.2%
IT Lead	n=5	\$8,487	\$7,583	\$7,630	\$7,718	11.2%	\$9,585	\$9,125	\$9,157	\$9,261	4.7%	\$10,684	\$10,667	\$10,683	\$10,805	0.0%
IT Systems Support Tech	n=4	\$4,668	\$5,193	\$5,582	\$5,962	-16.4%	\$5,219	\$6,063	\$6,512	\$7,046	-19.9%	\$5,770	\$6,932	\$7,443	\$8,129	-22.5%
Senior Transportation Planner	n=8	\$8,359	\$7,539	\$8,039	\$8,695	4.0%	\$9,575	\$9,018	\$10,001	\$10,529	-4.3%	\$10,790	\$10,372	\$11,579	\$13,583	-6.8%

# Detail on Comparator Compensation: Example

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"Percent Rank" is the percentile that the respective field is positioned at

"% from Median" indicates the percent difference between the respective field against the median value

These fields contain summary statistics of what the dispersion of data is like for the list of matches below

List of position matches from the agencies listed, what job titles were used, and what groups they fall in at their respective agencies, if applicable

## Comparator Compensation - Administrative Analyst

Salary is hourly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Max Salary
[Client]	Administrative Analyst	-	7	\$31.99	\$43.48
	Percent Rank		83p	21p	18p
	% from Median		+56%	-15%	-8%

### Comparator Group Statistics

Sample Size: n=10

Max	20	\$80.99	\$103.38
75th Percentile	6	\$38.01	\$54.73
<b>Median</b>	<b>4.5</b>	<b>\$37.69</b>	<b>\$47.13</b>
25th Percentile	2.25	\$33.87	\$45.02
Min	2	\$27.65	\$41.21
<b>Average</b>	<b>5.8</b>	<b>\$39.66</b>	<b>\$54.04</b>

These fields would read: "the max salary for the Administrative Analyst classification at the client agency is -8% below the market median, and is positioned at the 18<sup>th</sup> percentile (i.e., 82% of matches are above Long Beach's max salary for this role)"

## Comparator List

Agency	Position	Group	Max Steps	Starting Salary	Max Salary ▼
	ADMINISTRATIVE ANALYST	-	2	\$80.99	\$103.38
	Administrative Analyst	Senior Administrative and Administrative Analysts	20	\$38.03	\$63.67
	Administrative Analyst	AFSCME - PROFESSIONAL AND TECHNICAL	4	\$37.94	\$56.92
	ADMINISTRATIVE ANALYST (C)	MANAGEMENT NON REPRESENTED	3	\$38.09	\$47.61
	Admin Analyst	Community Development	2	\$37.65	\$46.65
	ADMIN ANALYST	ATA	5	\$37.64	\$46.47
	Admin Analyst - Tier 1	TPSA	2	\$27.65	\$44.54
	Administrative Analyst I	SM	6	\$32.61	\$41.82
	ADMINISTRATIVE ANALYST	GMAM 130	8	\$28.33	\$41.21
	MANAGEMENT ANALYST (UC)	UC	6	\$37.72	\$48.15

# Detail on Comparator Compensation: Accountant I

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## Comparator Compensation - Accountant I

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Accountant I	-	2	\$5,319	\$6,020	\$6,721	FY22/23	ND	ND	ND	ND
	Percent Rank		Op	Op	Op	Op					
	% from Median		0%	-14%	-18%	-22%					
<b>Comparator Group Statistics</b>		Max	3	\$7,496	\$9,370	\$11,244					
<i>Sample Size: n=7</i>		75th Percentile	2.5	\$6,969	\$8,192	\$9,416					
		<b>Median</b>	<b>2</b>	<b>\$6,191</b>	<b>\$7,380</b>	<b>\$8,569</b>					
		25th Percentile	2	\$5,689	\$6,574	\$7,670					
		Min	2	\$5,360	\$6,403	\$7,026					
		<b>Average</b>	<b>2.3</b>	<b>\$6,338</b>	<b>\$7,527</b>	<b>\$8,716</b>					

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
SamTrans (San Mateo)	Financial Reporting Accountant	-	2	\$7,496	\$9,370	\$11,244	5/23/2022	ND	ND	ND	ND
<sup>1</sup> Contra Costa Transportation Authority	Accounting Specialist	Finance	2	\$7,028	\$8,265	\$9,502	7/1/2023	7/1/2023	4.9%	ND	ND
Marin Transit	Accounting Analyst	Analyst	2	\$6,910	\$8,120	\$9,329	6/5/2023	6/5/2023	5.3%	ND	ND
SolTrans	Accountant	-	3	\$6,191	\$7,380	\$8,569	9/11/2023	ND	ND	ND	ND
Monterey-Salinas Transit	Accountant	MSTEA	3	\$5,599	\$6,718	\$7,838	1/24/2023	1/1/2022	3.0%	ND	ND
Sacramento Regional Transit	Accountant I	Operating Engineers (OE3)	2	\$5,360	\$6,431	\$7,501	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
Solano Transportation Authority	Accountant I	-	2	\$5,780	\$6,403	\$7,026	7/1/2023	7/1/2023	3.0%	ND	ND

<sup>1</sup> This agency only had an Accounting Specialist and Senior Accountant; Senior Accountant was more appropriate of a match for Accountant II, while Accounting Specialist lined up well for responsibilities and seniority

# Detail on Comparator Compensation: Accountant II

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## Comparator Compensation - Accountant II

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Accountant II	-	-	-	-	-	-	ND	ND	ND	ND
Percent Rank			NA	NA	NA	NA					
% from Median			NA	NA	NA	NA					

Comparator Group Statistics			Max Steps	Starting Salary	Midpoint Salary	Max Salary
Sample Size: n=7		Max	5	\$8,851	\$10,403	\$13,523
		75th Percentile	2	\$8,315	\$10,123	\$11,739
		<b>Median</b>	<b>2</b>	<b>\$7,714</b>	<b>\$8,968</b>	<b>\$9,840</b>
		25th Percentile	2	\$6,922	\$8,359	\$9,394
		Min	2	\$6,212	\$6,882	\$7,551
		<b>Average</b>	<b>2.4</b>	<b>\$7,607</b>	<b>\$9,031</b>	<b>\$10,454</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
<sup>1</sup> Central Contra Costa Transit Authority	MGR. OF ACCOUNTING	Administration	2	\$6,910	\$10,216	\$13,523	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Contra Costa Transportation Authority	Senior Accountant	Finance	2	\$8,851	\$10,403	\$11,955	7/1/2023	7/1/2023	4.9%	ND	ND
<sup>2</sup> Marin Transit	Senior Accounting Analyst	Senior Analyst	2	\$8,535	\$10,029	\$11,523	6/5/2023	6/5/2023	5.3%	ND	ND
Yuba-Sutter Transit	Finance Manager	-	5	\$8,095	\$8,968	\$9,840	7/1/2023	ND	ND	ND	ND
Sacramento Regional Transit	Accountant II	Operating Engineers (OE3)	2	\$6,935	\$8,324	\$9,713	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
SamTrans (San Mateo)	Accountant II	-	2	\$7,714	\$8,395	\$9,075	1/1/2022	ND	ND	ND	ND
Solano Transportation Authority	Accountant II	-	2	\$6,212	\$6,882	\$7,551	7/1/2023	7/1/2023	3.0%	ND	ND

# Detail on Comparator Compensation: Accountant II – Footnotes



#	Agency	Description
1	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; closest available was for "Senior Accounting Assistant" which was more closely aligned with a traditional Accounting Technician at YTD and "Chief Financial Officer" which more closely aligned with the Director of Finance and Administration; next closest classifications were "Mgr of Accounting" and "Payroll Supervisor" but job descriptions for those classifications were not available so "Mgr of Accounting" was determined to be the closest match due to it being the closer in focus and aligning more with an journey/management level employee that is positioned below a CFO but above an Accounting Assistant
2	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Senior Accounting & Administrative Analyst" but was from 2019

# Detail on Comparator Compensation: Accounting Technician

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## Comparator Compensation - Accounting Technician

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Accounting Technician	-	2	\$4,429	\$4,917	\$5,405	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	13p	10p	0p					
	% from Median		-50%	-10%	-12%	-11%					

## Comparator Group Statistics

Sample Size: n=6

Max	8	\$5,569	\$6,153	\$6,990
75th Percentile	7.25	\$5,250	\$5,718	\$6,306
<b>Median</b>	<b>4</b>	<b>\$4,944</b>	<b>\$5,598</b>	<b>\$6,046</b>
25th Percentile	2.25	\$4,764	\$5,284	\$5,700
Min	2	\$3,866	\$4,639	\$5,412
<b>Average</b>	<b>4.7</b>	<b>\$4,896</b>	<b>\$5,488</b>	<b>\$6,079</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Central Contra Costa Transit Authority	SR. ACCOUNTING ASSIST.	Administration	8	\$5,315	\$6,153	\$6,990	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
<sup>1</sup> Central Contra Costa Transit Authority	PAYROLL SPECIALIST	Administration	8	\$4,830	\$5,595	\$6,360	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Solano Transportation Authority	Accounting Technician	-	2	\$5,057	\$5,602	\$6,146	7/1/2023	7/1/2023	3.0%	ND	ND
<sup>2</sup> SamTrans (San Mateo)	Accounting Specialist	-	2	\$5,569	\$5,757	\$5,946	1/1/2022	ND	ND	ND	ND
<sup>3</sup> Sacramento Regional Transit	Accounting Technician	ATU - Admin	5	\$4,742	\$5,180	\$5,618	1/1/2023	ND	ND	1/1/2024	4.0%
<sup>4</sup> Monterey-Salinas Transit	Accounting Assistant	MSTEA	3	\$3,866	\$4,639	\$5,412	1/24/2023	1/1/2022	3.0%	ND	ND

# Detail on Comparator Compensation: Accounting Technician – Footnotes



#	Agency	Description
1	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; closest available was for "Sr. Accounting Assist." which was selected as a match here but felt more senior than a traditional Accounting Technician at YTD (no job description exists yet as this is replacing the Financial Associate); next closest classification was "Payroll Specialist" but the job description for this classification was not available so "Payroll Specialist" was added as a match due to it being less senior than a Sr Accounting Assist in the event that YTD chooses to make this role more entry-level
2	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; closest available was for "Accountant II" which more closely aligned with Accountant II at YTD and "Financial Reporting Accountant" which more closely aligned with Accountant I at YTD; next closest classification were "Accounting Specialist", "Business Systems Analyst III", and "Senior Financial Analyst" but the job descriptions for these classifications were not available so "Accounting Specialist" was added as a match due to it being less senior than the other job titles listed
3	<b>Sacramento Regional Transit</b>	Exact job description unavailable for the selected match; closest available were for "Accountant I" which more closely aligned with Accountant I at YTD, "Accountant II" which more closely aligned with Accountant II at YTD, and then "Senior Accountant" and "Manager, Accounting" which were senior to the match selected for Accountant II at YTD; next closest classifications were "Accounts Payable Clerk", "Payroll Technician" and "Accounting Technician" but job descriptions for those classifications were not available so "Accounting Technician" was determined to be the closest match due to it being the closer in focus and aligning more with an entry/journey level employee that is positioned below an Accountant and above a Clerk
4	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available was for "Accountant" but more closely aligned with Accountant I at YTD; next closest classifications were "Accounting Assistant", "Payroll Specialist" and "Finance Manager" but job descriptions for those classifications were not available so "Accounting Assistant" was determined to be the closest match due to it being the closer in focus and aligning more with an entry/journey level employee that is positioned below an Accountant

# Detail on Comparator Compensation: Assistant Transportation Planner

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## Comparator Compensation - Assistant Transportation Planner

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Assistant Transportation Planner	-	2	\$5,696	\$6,391	\$7,085	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	45p	39p	25p					
	% from Median		-33%	-3%	-3%	-2%					

## Comparator Group Statistics

Sample Size: n=5

Max	8	\$6,252	\$7,500	\$8,747
75th Percentile	5	\$5,973	\$6,778	\$7,704
<b>Median</b>	<b>3</b>	<b>\$5,852</b>	<b>\$6,617</b>	<b>\$7,260</b>
25th Percentile	2	\$5,072	\$6,087	\$7,101
Min	2	\$4,992	\$5,530	\$6,068
<b>Average</b>	<b>4.0</b>	<b>\$5,628</b>	<b>\$6,502</b>	<b>\$7,376</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Sacramento Regional Transit	Assistant Planner	Operating Engineers (OE3)	2	\$6,252	\$7,500	\$8,747	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
<sup>1</sup> Central Contra Costa Transit Authority	PLANNER/ASSISTANT SCHEDULER	Administration	8	\$5,852	\$6,778	\$7,704	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Solano Transportation Authority	Assistant Planner	-	2	\$5,973	\$6,617	\$7,260	7/1/2023	7/1/2023	3.0%	ND	ND
Monterey-Salinas Transit	Assistant Planner	MSTEA	3	\$5,072	\$6,087	\$7,101	1/24/2023	1/1/2022	3.0%	ND	ND
Yuba-Sutter Transit	Program Analyst I	-	5	\$4,992	\$5,530	\$6,068	7/1/2023	ND	ND	ND	ND



# Detail on Comparator Compensation: Assistant Transportation Planner – Footnotes



#	Agency	Description
1	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; closest available was for "Manager of Planning" which was more closely aligned with a traditional Senior Transportation Planner at YTD ; next closest classifications were "Planner/Community Liason", "Asst. Scheduler", "Service Scheduler", "Transportation Assistant" and "Planner/Assistant Scheduler" but job descriptions for those classifications were not available so "Planner/Assistant Scheduler" was determined to be the closest match due to it being the closer in focus and aligning more with an Assistant level below an Associate Planner (Transportation Assistant at this agency pays the same as the Planner/Assistant Scheduler match used)

# Detail on Comparator Compensation: Associate Transportation Planner

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## Comparator Compensation - Associate Transportation Planner

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max	Starting	Midpoint	Max	Effective	Most Recent COLA		Upcoming COLA	
			Steps	Salary	Salary	Salary		Date	%	Date	%
Yolo Transportation District	Associate Transportation Planner	-	2	\$6,717	\$7,484	\$8,250	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	37p	24p	12p					
	% from Median		0%	-1%	-7%	-11%					

Comparator Group Statistics			Max	Starting	Midpoint	Max
Sample Size: n=9		Max	5	\$9,372	\$11,012	\$12,652
		75th Percentile	3	\$6,910	\$8,120	\$9,452
		<b>Median</b>	<b>2</b>	<b>\$6,752</b>	<b>\$8,014</b>	<b>\$9,305</b>
		25th Percentile	2	\$6,360	\$7,503	\$8,441
		Min	2	\$5,779	\$6,402	\$7,025
		<b>Average</b>	<b>2.6</b>	<b>\$6,919</b>	<b>\$8,149</b>	<b>\$9,380</b>

Agency	Position	Group	Max	Starting	Midpoint	Max	Effective	Most Recent COLA		Upcoming COLA	
			Steps	Salary	Salary	Salary ▼		Date	%	Date	%
Contra Costa Transportation Authority	Associate Transportation Planner	Planning	2	\$9,372	\$11,012	\$12,652	7/1/2023	7/1/2023	4.9%	ND	ND
SamTrans (San Mateo)	Planning Analyst III	-	2	\$7,496	\$9,370	\$11,244	7/14/2023	ND	ND	ND	ND
Sacramento Regional Transit	Planner	Operating Engineers (OE3)	2	\$6,752	\$8,102	\$9,452	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
<sup>1</sup> Marin Transit	Transit Planner	Analyst	2	\$6,910	\$8,120	\$9,329	6/5/2023	6/5/2023	5.3%	ND	ND
SolTrans	Program Analyst II	-	3	\$6,723	\$8,014	\$9,305	9/11/2023	ND	ND	ND	ND
<sup>2</sup> Central Contra Costa Transit Authority	PLANNER/COMMUNITY LIASON	Administration	2	\$6,360	\$7,503	\$8,646	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
<sup>3</sup> Monterey-Salinas Transit	Associate Planner	MSTEA	3	\$6,029	\$7,235	\$8,441	1/24/2023	1/1/2022	3.0%	ND	ND
Solano Transportation Authority	Associate Planner	-	2	\$6,847	\$7,586	\$8,324	7/1/2023	7/1/2023	3.0%	ND	ND
Yuba-Sutter Transit	Program Analyst II	-	5	\$5,779	\$6,402	\$7,025	7/1/2023	ND	ND	ND	ND

# Detail on Comparator Compensation: Associate Transportation Planner – Footnotes



#	Agency	Description
1	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Mobility/Transit Planner" but was from 2018
2	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; closest available was for "Manager of Planning" which was more closely aligned with a traditional Senior Transportation Planner at YTD ; next closest classifications were "Planner/Community Liason", "Asst. Scheduler", "Service Scheduler", "Manager of Transportation", "Transportation Assistant" and "Planner/Assistant Scheduler" but job descriptions for those classifications were not available so "Planner/Community Liason" was determined to be the closest match due to it being the closer in focus and aligning more with an Associate Planner and below a Manager
3	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available were for "Assistant Planner" which more closely aligned with Assistant Transportation Planner at YTD and "Planning Manager" which was too senior to the Associate Transportation Planner but too junior for the Director of Planning; next closest classifications were "Associate Planner", and "Transit Scheduler" but job descriptions for those classifications were not available so "Associate Planner" was determined to be the closest match due to it being the closer in focus and aligning more with a journey level employee that is positioned below a Planning Manager

# Detail on Comparator Compensation: Communications & Marketing Specialist

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**Comparator Compensation - Communications & Marketing Specialist**  
Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Communications & Marketing Specialist	-	2	\$7,007	\$7,635	\$8,264	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	82p	32p	18p					
	% from Median		0%	+1%	-4%	-11%					
<b>Comparator Group Statistics</b>		Max	3	\$7,180	\$8,324	\$9,713					
Sample Size: n=5		75th Percentile	2	\$6,935	\$8,120	\$9,329					
	<b>Median</b>		2	<b>\$6,910</b>	<b>\$7,986</b>	<b>\$9,317</b>					
	25th Percentile		2	\$6,655	\$7,503	\$8,646					
	Min		2	\$6,360	\$7,180	\$7,180					
	<b>Average</b>		<b>2.2</b>	<b>\$6,808</b>	<b>\$7,822</b>	<b>\$8,837</b>					
Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Sacramento Regional Transit	Senior Marketing and Communications Specialist	Operating Engineers (OE3)	2	\$6,935	\$8,324	\$9,713	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
<sup>1</sup> Marin Transit	Engagement Coordinator (Marketing & Outreach)	Analyst	2	\$6,910	\$8,120	\$9,329	6/5/2023	6/5/2023	5.3%	ND	ND
<sup>2</sup> Monterey-Salinas Transit	Marketing and Communications Manager	MSTEA	3	\$6,655	\$7,986	\$9,317	1/24/2023	1/1/2022	3.0%	ND	ND
Central Contra Costa Transit Authority	CUSTOMER SERVICE & OUTREACH COORDINATOR	Administration	2	\$6,360	\$7,503	\$8,646	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
<sup>3</sup> SamTrans (San Mateo)	Marketing Promotions Specialist	-	2	\$7,180	\$7,180	\$7,180	1/1/2022	ND	ND	ND	ND

# Detail on Comparator Compensation: Communications & Marketing Specialist – Footnotes



#	Agency	Description
1	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Community Outreach & Marketing Coordinator (Analyst Level)" from an undetermined date
2	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available was for "Customer Service Representative" which more closely aligned with an entry-level equivalent at YTD; next closest classifications were "Customer Service and Community Relations Supervisor", "Marketing Assistant", "Marketing and Communications Manager", and "Communications Systems Specialist" but job descriptions for those classifications were not available so "Marketing and Communications Manager" was determined to be the closest match due to it being the closer in specialty than Customer Service, Community Relations or Communications Systems, and aligning more with an employee that is above an Assistant and is below a Director like YTD's does
3	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; next closest classification were "Customer Experience Coordinator", "Customer Experience Specialist", "Customer Relations Specialist", "Digital Communications Specialist", "Marketing Promotions Specialist", and "Social Media Specialist" but the job descriptions for these classifications were not available so "Marketing Promotions Specialist" was added as a match due to it having a Marketing focus compared to Customer Service

# Detail on Comparator Compensation: Director, Finance and Administration

**DRAFT**

## Comparator Compensation - Director of Finance and Administration

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Director of Finance and Administration	-	2	\$11,453	\$12,766	\$14,080	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	11p	25p	23p					
	% from Median		0%	-11%	-15%	-18%					

### Comparator Group Statistics

Sample Size: n=6

Max	2	\$20,503	\$20,503	\$21,640
75th Percentile	2	\$15,415	\$18,109	\$19,950
<b>Median</b>	<b>2</b>	<b>\$12,808</b>	<b>\$15,032</b>	<b>\$17,255</b>
25th Percentile	2	\$11,985	\$12,748	\$14,368
Min	2	\$10,833	\$11,975	\$11,975
<b>Average</b>	<b>2.0</b>	<b>\$14,158</b>	<b>\$15,611</b>	<b>\$17,063</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Contra Costa Transportation Authority	Chief Financial Officer	Finance	2	\$16,021	\$18,830	\$21,640	7/1/2023	7/1/2023	4.9%	ND	ND
<sup>1</sup> SamTrans (San Mateo)	Deputy Chief Financial Officer	-	2	\$20,503	\$20,503	\$20,503	1/1/2022	ND	ND	ND	ND
Central Contra Costa Transit Authority	CHIEF FINANCIAL OFFICER	Administration	2	\$13,600	\$15,945	\$18,290	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Marin Transit	Director of Finance and Capital Programs	Director	2	\$12,016	\$14,119	\$16,221	6/5/2023	6/5/2023	5.3%	ND	ND
<sup>2</sup> San Joaquin Regional Transit District	Director - Administrative Track	Leadership	2	\$10,833	\$12,292	\$13,750	5/19/2023	ND	ND	ND	ND
<sup>3</sup> SamTrans (San Mateo)	Deputy Director, Capital Programs Planning	-	2	\$11,975	\$11,975	\$11,975	1/1/2022	ND	ND	ND	ND

# Detail on Comparator Compensation: Director, Finance and Administration – Footnotes



#	Agency	Description
1	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; new classification created at YTD this year so did not have a job description to reference other than the older "Deputy Director, Finance and Administration"; next closest classifications were "Chief Financial Officer", "Deputy Chief Financial Officer", "Director, Accounting", "Director, Budgets and Financial Analysis", "Deputy Director, Capital Programs Planning", and "Director, Capital Program Management" but the job descriptions for these classifications were not available so "Deputy Chief Financial Officer" was added as a match due to it being closer in focus and act as a middle ground between CFO and Director since this match would be the 2nd ranked Finance employee at the agency and already pays twice as much as YTD
2	<b>San Joaquin Regional Transit District</b>	Exact job description unavailable for the selected match; closest available were for "Planning and Service Development Director" which more closely aligned with Director of Planning at YTD; next closest classifications were "Deputy CEO Chief", "Deputy CEO Chief Operating Officer", "Director - Administrative Track", and "Superintendent - Operations Track" but job descriptions for those classifications were not available so "Director - Administrative Track" was determined to be the closest match due to it being the closer in focus and aligning more with a Director in the field of Administration; "Chief Financial Officer (CFO)" had a job description available online with some pay figures but was from 2/14/22 and was not included in the 5/19/23 salary table shared by the agency which only had CEO, Deputy CEO, and then Director - Administrative so we did not include the CFO in our match list
3	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; new classification created at YTD this year so did not have a job description to reference other than the older "Deputy Director, Finance and Administration"; next closest classifications were "Chief Financial Officer", "Deputy Chief Financial Officer", "Director, Accounting", "Director, Budgets and Financial Analysis", "Deputy Director, Capital Programs Planning", and "Director, Capital Program Management" but the job descriptions for these classifications were not available so "Deputy Director, Capital Programs Planning" was added as a 2nd match in addition to the Deputy Chief Financial Officer

# Detail on Comparator Compensation: Director of Planning

**DRAFT**

## Comparator Compensation - Director of Planning

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max	Starting	Midpoint	Max	Effective	Most Recent COLA		Upcoming COLA	
			Steps	Salary	Salary	Salary		Date	%	Date	%
<b>Yolo Transportation District</b>	<b>Director of Planning</b>	-	<b>3</b>	<b>\$11,775</b>	<b>\$13,006</b>	<b>\$14,237</b>	<b>FY22/23</b>	<b>ND</b>	<b>ND</b>	<b>ND</b>	<b>ND</b>
<i>Percent Rank</i>			<i>88p</i>	<i>48p</i>	<i>38p</i>	<i>7p</i>					
<i>% from Median</i>			<i>+50%</i>	<i>-2%</i>	<i>-8%</i>	<i>-11%</i>					
<b>Comparator Group Statistics</b>											
<i>Sample Size: n=9</i>											
		Max	3	\$15,560	\$16,557	\$19,029					
		75th Percentile	2	\$13,225	\$14,649	\$16,594					
		<b>Median</b>	<b>2</b>	<b>\$11,989</b>	<b>\$14,119</b>	<b>\$16,072</b>					
		25th Percentile	2	\$10,639	\$12,767	\$14,895					
		Min	2	\$8,816	\$12,292	\$13,750					
		<b>Average</b>	<b>2.2</b>	<b>\$11,953</b>	<b>\$13,962</b>	<b>\$15,972</b>					
Agency	Position	Group	Max	Starting	Midpoint	Max	Effective	Most Recent COLA		Upcoming COLA	
			Steps	Salary	Salary	Salary ▼		Date	Date	%	Date
Contra Costa Transportation Authority	Director, Planning	Planning	2	\$14,085	\$16,557	\$19,029	7/1/2023	7/1/2023	4.9%	ND	ND
<sup>1</sup> Central Contra Costa Transit Authority	DIRECTOR OF TRANSPORTATION	Administration	2	\$8,816	\$12,936	\$17,055	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
	SolTrans	Deputy Director	3	\$11,989	\$14,292	\$16,594	9/11/2023	ND	ND	ND	ND
<sup>2</sup> Marin Transit	Director of Planning	Director	2	\$12,016	\$14,119	\$16,221	6/5/2023	6/5/2023	5.3%	ND	ND
	Solano Transportation Authority	Director of Planning	2	\$13,225	\$14,649	\$16,072	7/1/2023	7/1/2023	3.0%	ND	ND
<sup>3</sup> SamTrans (San Mateo)	Director, Planning	-	2	\$15,560	\$15,560	\$15,560	1/1/2022	ND	ND	ND	ND
<sup>4</sup> Monterey-Salinas Transit	Director of Planning and Innovation	CU	3	\$10,639	\$12,767	\$14,895	1/24/2023	1/1/2022	3.0%	ND	ND
	Sacramento Regional Transit	Director, Planning	2	\$10,412	\$12,493	\$14,573	3/22/2019	ND	ND	ND	ND
	San Joaquin Regional Transit District	Planning and Service Development Director	2	\$10,833	\$12,292	\$13,750	6/23/2022	ND	ND	ND	ND



# Detail on Comparator Compensation: Director of Planning – Footnotes



#	Agency	Description
1	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; closest available was for "Director of Planning, Marketing, and Innovation" from an undetermined date but this title was not included in the FY23 salary table (Director of Transportation was)
2	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Director of Transit Operations and Planning" from 2012
3	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; closest available was "Planning Analyst III" which more closely aligned with the Associate Transportation Planner at YTD; next closest classifications were "Director, Planning", "Director, Rail Network and Operations Planning", "Deputy Chief Caltrain Planning", and "Director, Systemwide Planning and Policy" but job descriptions for those classifications were not available so "Director, Planning" was determined to be the closest match due to it being the closest-aligning director with a general Planning focus
4	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available was "Planning Manager" which was too junior for a Director of Planning at YTD; next closest classifications were "Transportation Manager" and "Director of Planning and Innovation" but job descriptions for those classifications were not available so "Director of Planning and Innovation" was determined to be the closest match due to it being the closest-aligning director with a Planning focus

# Detail on Comparator Compensation: Director of Transit Operations

**DRAFT**

## Comparator Compensation - Director of Transit Operations

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
<b>Yolo Transportation District</b>	<b>Director of Transit Operations</b>	-	<b>3</b>	<b>\$11,775</b>	<b>\$13,006</b>	<b>\$14,237</b>	<b>FY22/23</b>	<b>ND</b>	<b>ND</b>	<b>ND</b>	<b>ND</b>
<i>Percent Rank</i>				<i>86p</i>	<i>25p</i>	<i>22p</i>					
<i>% from Median</i>				<i>+50%</i>	<i>-2%</i>	<i>-7%</i>	<i>-11%</i>				
<b>Comparator Group Statistics</b>											
<i>Sample Size: n=8</i>											
		Max	3	\$14,036	\$16,498	\$18,960					
		75th Percentile	2.25	\$12,628	\$14,417	\$16,336					
		<b>Median</b>	<b>2</b>	<b>\$12,020</b>	<b>\$13,924</b>	<b>\$15,935</b>					
		25th Percentile	2	\$11,786	\$13,183	\$14,941					
		Min	2	\$10,412	\$12,023	\$12,023					
		<b>Average</b>	<b>2.3</b>	<b>\$12,172</b>	<b>\$13,920</b>	<b>\$15,667</b>					
Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Contra Costa Transportation Authority	Director, Mobility Programs	Administration	2	\$14,036	\$16,498	\$18,960	7/1/2023	7/1/2023	4.9%	ND	ND
SolTrans	Deputy Director	-	3	\$11,989	\$14,292	\$16,594	9/11/2023	ND	ND	ND	ND
<sup>1</sup> San Joaquin Regional Transit District	Deputy CEO Chief Operating Officer	Leadership	2	\$13,333	\$14,792	\$16,250	5/19/2023	ND	ND	ND	ND
<sup>2</sup> Marin Transit	Director of Operations & Service Development	Director	2	\$12,016	\$14,119	\$16,221	6/5/2023	6/5/2023	5.3%	ND	ND
Monterey-Salinas Transit	Chief Operating Officer	CU	3	\$11,178	\$13,413	\$15,649	1/24/2023	1/1/2022	3.0%	ND	ND
Solano Transportation Authority	Director of Programs	-	2	\$12,393	\$13,729	\$15,064	7/1/2023	7/1/2023	3.0%	ND	ND
Sacramento Regional Transit	Director, Bus Operations	Management and Confidential	2	\$10,412	\$12,493	\$14,573	7/29/2019	ND	ND	ND	ND
<sup>3</sup> SamTrans (San Mateo)	Director, Systemwide Planning And Policy	-	2	\$12,023	\$12,023	\$12,023	1/1/2022	ND	ND	ND	ND

# Detail on Comparator Compensation: Director of Transit Operations – Footnotes



#	Agency	Description
1	<b>San Joaquin Regional Transit District</b>	Exact job description unavailable for the selected match; closest available was for "Chief Operating Officer (COO)" from Feb 2022
2	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Director of Transit Operations and Planning" from 2012
3	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; next closest classifications were "Director, Planning", "Director, Rail Network and Operations Planning", "Deputy Chief Caltrain Planning", "Deputy Chief, Rail Operations", and "Director, Systemwide Planning and Policy" but job descriptions for those classifications were not available so "Director, Systemwide Planning and Policy" was determined to be the closest match due to it being the closest-aligning director with an Operations Planning focus that wasn't specific to the Rail Network

# Detail on Comparator Compensation: Executive Assistant and Clerk of the Board

**DRAFT**

## Comparator Compensation - Executive Assistant and Clerk of the Board

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Executive Assistant and Clerk of the Board	-	2	\$6,206	\$7,138	\$8,069	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	48p	58p	60p					
	% from Median		0%	-2%	+5%	+11%					

## Comparator Group Statistics

Sample Size: n=7

Max	3	\$8,128	\$9,004	\$9,880
75th Percentile	2.5	\$6,750	\$7,758	\$8,975
<b>Median</b>	<b>2</b>	<b>\$6,360</b>	<b>\$6,777</b>	<b>\$7,259</b>
25th Percentile	2	\$5,136	\$6,159	\$7,058
Min	2	\$4,865	\$5,938	\$6,777
<b>Average</b>	<b>2.3</b>	<b>\$6,161</b>	<b>\$7,079</b>	<b>\$7,998</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Solano Transportation Authority	Clerk of the Board/Office Manager	-	2	\$8,128	\$9,004	\$9,880	7/1/2023	7/1/2023	3.0%	ND	ND
<sup>1</sup> SolTrans	Board Clerk	-	3	\$6,723	\$8,014	\$9,305	9/11/2023	ND	ND	ND	ND
<sup>2</sup> Central Contra Costa Transit Authority	ASST. TO THE GM/CFO & BOARD CLERK	Administration	2	\$6,360	\$7,503	\$8,646	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Marin Transit	Administrative Assistant/Board Secretary	Administrative Assistant	2	\$4,865	\$6,062	\$7,259	6/5/2023	6/5/2023	5.3%	ND	ND
Contra Costa Transportation Authority	Administrative Clerk	Administration	2	\$5,325	\$6,257	\$7,188	7/1/2023	7/1/2023	4.9%	ND	ND
<sup>3</sup> Monterey-Salinas Transit	Executive Assistant/Clerk to the Board	CU	3	\$4,948	\$5,938	\$6,928	1/24/2023	1/1/2022	3.0%	ND	ND
<sup>4</sup> SamTrans (San Mateo)	Executive Assistant III	-	2	\$6,777	\$6,777	\$6,777	1/1/2022	ND	ND	ND	ND

# Detail on Comparator Compensation: Executive Assistant and Clerk of the Board – FN



#	Agency	Description
1	<b>SolTrans</b>	Exact job description unavailable for the selected match; closest available was "Transit Board Administrator/Office Manager" but this job title was not included in the FY23-24 salary table shared by the agency; next closest classifications were "Board Clerk" and "Administrative Clerk" but job descriptions for those classifications were not available so "Board Clerk" was determined to be the closest match due to it being the most senior Assistant and has Board Clerk responsibilities
2	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; next closest classifications were "Asst to the GM/CFO & Board Clerk" and "Mgr of Training" but job descriptions for those classifications were not available so "Asst to the GM/CFO & Board Clerk" was determined to be the closest match due to it being the most senior Assistant and has Board Clerk responsibilities
3	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; next closest classifications were "Human Resources Assistant" and "Executive Assistant/Clerk to the Board" but job descriptions for those classifications were not available so "Executive Assistant/Clerk to the Board" was determined to be the closest match due to it being the most senior Assistant and has Board Clerk responsibilities
4	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; next closest classifications were "Executive Assistant II" and "Executive Assistant III" but job descriptions for those classifications were not available so "Executive Assistant III" was determined to be the closest match due to it being the most senior Executive Assistant

# Detail on Comparator Compensation: IT Lead

**DRAFT**

## Comparator Compensation - IT Lead

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	IT Lead	-	2	\$8,487	\$9,585	\$10,684	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	100p	83p	50p					
	% from Median		0%	+11%	+5%	0%					

## Comparator Group Statistics

Sample Size: n=5

Max	3	\$8,293	\$10,216	\$13,523
75th Percentile	2	\$7,718	\$9,261	\$10,805
<b>Median</b>	<b>2</b>	<b>\$7,630</b>	<b>\$9,157</b>	<b>\$10,683</b>
25th Percentile	2	\$7,583	\$9,125	\$10,667
Min	2	\$6,910	\$8,293	\$8,293
<b>Average</b>	<b>2.2</b>	<b>\$7,627</b>	<b>\$9,210</b>	<b>\$10,794</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
<sup>1</sup> Central Contra Costa Transit Authority	SYSTEMS/NETWORK ADMINISTRATOR	Administration	2	\$6,910	\$10,216	\$13,523	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
<sup>2</sup> Monterey-Salinas Transit	Information Technology Manager	CU	3	\$7,718	\$9,261	\$10,805	1/24/2023	1/1/2022	3.0%	ND	ND
Sacramento Regional Transit	Senior Information Technology BusinessSystems Analyst	Operating Engineers (OE3)	2	\$7,630	\$9,157	\$10,683	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
<sup>3</sup> San Joaquin Regional Transit District	IT Engineer	Professional	2	\$7,583	\$9,125	\$10,667	5/19/2023	ND	ND	ND	ND
<sup>4</sup> SamTrans (San Mateo)	Manager, Information Technology Infrastructure Cyber	-	2	\$8,293	\$8,293	\$8,293	1/1/2022	ND	ND	ND	ND

# Detail on Comparator Compensation: IT Lead – Footnotes



#	Agency	Description
1	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; next closest classifications were "Director of IT", "Developer", "Systems/Network Administrator", and "Help Desk & User Support" but job descriptions for those classifications were not available so "Systems/Network Administrator" was determined to be the closest match due to it being the most senior IT professional below a Director level (unclear if "Developer" was IT facing or more City Planning focused due to no job description being available, but note that Developer and Systems/Network Administrator each get paid the same at this agency)
2	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available was "Information Technology Specialist" which more closely aligned with the IT Systems Support Tech at YTD; next closest classifications were "Chief Information Officer" and "Information Technology Manager" but job descriptions for those classifications were not available so "Information Technology Manager" was determined to be the closest match due to it being the most senior IT professional below the CIO
3	<b>San Joaquin Regional Transit District</b>	Exact job description unavailable for the selected match; closest available was for "IT Systems Engineer" from Jun 2023 with the same pay range as "IT Engineer" which was in the 5/14/23 salary table shared by the agency
4	<b>SamTrans (San Mateo)</b>	Exact job description unavailable for the selected match; next closest classifications were "Chief Information and Technology", "Information Technology Analyst II", "Information Technology Security Architect II", "Information Technology System Administrator I", "Manager, Information Technology and Telecommunications, and "Manager, Information Technology Infrastructure Cyber" but job descriptions for those classifications were not available so "Manager, Information Technology Infrastructure Cyber" was determined to be the closest match due to it being above an analyst/admin but below a c-suite or director

# Detail on Comparator Compensation: IT Systems Support Tech

**DRAFT**

## Comparator Compensation - IT Systems Support Tech

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	IT Systems Support Tech	-	2	\$4,668	\$5,219	\$5,770	FY22/23	ND	ND	ND	ND
	Percent Rank		Op	Op	Op	Op					
	% from Median		-20%	-16%	-20%	-22%					
<b>Comparator Group Statistics</b>		Max	8	\$6,304	\$7,566	\$8,828					
Sample Size: n=4		75th Percentile	4.25	\$5,962	\$7,046	\$8,129					
		<b>Median</b>	<b>2.5</b>	<b>\$5,582</b>	<b>\$6,512</b>	<b>\$7,443</b>					
		25th Percentile	2	\$5,193	\$6,063	\$6,932					
		Min	2	\$4,827	\$5,793	\$6,759					
		<b>Average</b>	<b>3.8</b>	<b>\$5,574</b>	<b>\$6,596</b>	<b>\$7,618</b>					
Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Sacramento Regional Transit	Information Technology Business SystemsAnalyst	Operating Engineers (OE3)	2	\$6,304	\$7,566	\$8,828	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
<sup>1</sup> San Joaquin Regional Transit District	IT Specialist	Professional	2	\$5,849	\$6,872	\$7,896	5/19/2023	ND	ND	ND	ND
<sup>2</sup> Central Contra Costa Transit Authority	HELP DESK & USER SUPPORT	Administration	8	\$5,315	\$6,153	\$6,990	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
Monterey-Salinas Transit	Information Technology Specialist	MSTEA	3	\$4,827	\$5,793	\$6,759	1/24/2023	1/1/2022	3.0%	ND	ND



# Detail on Comparator Compensation: IT Systems Support Tech – Footnotes



#	Agency	Description
1	<b>San Joaquin Regional Transit District</b>	Exact job description unavailable for the selected match; closest available was for "Information Technology Analyst or Specialist or Senior Specialist" from Jun 2021, where the "Specialist" level has the same starting pay as "IT Specialist" which was in the 5/14/23 salary table shared by the agency
2	<b>Central Contra Costa Transit Authority</b>	Exact job description unavailable for the selected match; next closest classifications were "Director of IT", "Developer", "Systems/Network Administrator", and "Help Desk & User Support" but job descriptions for those classifications were not available so "Help Desk & User Support" was determined to be the closest match due to it being the next most senior IT professional below the Developer or Systems/Network Administrator which was used for the IT Lead match

# Detail on Comparator Compensation: Senior Transportation Planner

**DRAFT**

## Comparator Compensation - Senior Transportation Planner

Salary is monthly; starting salary represents step 1 pay level, if applicable

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Yolo Transportation District	Senior Transportation Planner	-	2	\$8,359	\$9,575	\$10,790	FY22/23	ND	ND	ND	ND
	Percent Rank		0p	60p	36p	30p					
	% from Median		0%	+4%	-4%	-7%					

## Comparator Group Statistics

Sample Size: n=8

Max	5	\$10,946	\$12,862	\$14,777
75th Percentile	2.25	\$8,695	\$10,529	\$13,583
<b>Median</b>	<b>2</b>	<b>\$8,039</b>	<b>\$10,001</b>	<b>\$11,579</b>
25th Percentile	2	\$7,539	\$9,018	\$10,372
Min	2	\$6,910	\$8,047	\$8,829
<b>Average</b>	<b>2.5</b>	<b>\$8,317</b>	<b>\$10,044</b>	<b>\$11,771</b>

Agency	Position	Group	Max Steps	Starting Salary	Midpoint Salary	Max Salary ▼	Effective Date	Most Recent COLA		Upcoming COLA	
								Date	%	Date	%
Contra Costa Transportation Authority	Senior Transportation Planner	Planning	2	\$10,946	\$12,862	\$14,777	7/1/2023	7/1/2023	4.9%	ND	ND
SamTrans (San Mateo)	Planning Administrator	-	2	\$9,174	\$11,468	\$13,761	8/22/2022	ND	ND	ND	ND
Central Contra Costa Transit Authority	MGR. OF PLANNING	Administration	2	\$6,910	\$10,216	\$13,523	1/1/2023	7/1/2023	4.9%	7/1/2024	ND
<sup>1</sup> Monterey-Salinas Transit	Transportation Manager	MSTEA	3	\$8,312	\$9,974	\$11,636	1/24/2023	1/1/2022	3.0%	ND	ND
<sup>2</sup> Marin Transit	Senior Mobility Planner	Senior Analyst	2	\$8,535	\$10,029	\$11,523	6/5/2023	6/5/2023	5.3%	ND	ND
Sacramento Regional Transit	Senior Planner	Operating Engineers (OE3)	2	\$7,630	\$9,157	\$10,683	1/1/2023	1/1/2023	3.0%	1/1/2024	3.0%
Solano Transportation Authority	Senior Planner	-	2	\$7,767	\$8,603	\$9,439	7/1/2023	7/1/2023	3.0%	ND	ND
Yuba-Sutter Transit	Planning Manager	-	5	\$7,265	\$8,047	\$8,829	7/1/2023	ND	ND	ND	ND

# Detail on Comparator Compensation: Senior Transportation Planner – Footnotes



#	Agency	Description
1	<b>Monterey-Salinas Transit</b>	Exact job description unavailable for the selected match; closest available was "Planning Manager" which was more senior than a senior planner but more junior than a director at YTD; next closest classifications were "Transportation Manager", "Mobility Services Manager", and "Contract Services Manager" but job descriptions for those classifications were not available so "Transportation Manager" was determined to be the closest match due to it paying more than the Planning Manager (match selected for Associate Planner) but being positioned below the Director of Planning and Innovation at MST
2	<b>Marin Transit</b>	Exact job description unavailable for the selected match; closest available was for "Mobility/Transit Planner (Analyst or Senior Level)" from 2018

# Job Match List: Central Contra Costa Transit Authority

**DRAFT**

- ASST. TO THE GM/CFO & BOARD CLERK
- CHIEF FINANCIAL OFFICER
- CUSTOMER SERVICE & OUTREACH COORDINATOR
- DIRECTOR OF TRANSPORTATION
- HELP DESK & USER SUPPORT
- MGR. OF ACCOUNTING
- MGR. OF PLANNING
- PAYROLL SPECIALIST
- PLANNER/ASSISTANT SCHEDULER
- PLANNER/COMMUNITY LIASON
- SR. ACCOUNTING ASSIST.
- SYSTEMS/NETWORK ADMINISTRATOR

# Job Match List: Contra Costa Transportation Authority

**DRAFT**

- Accounting Specialist
- Administrative Clerk
- Associate Transportation Planner
- Chief Financial Officer
- Director, Mobility Programs
- Director, Planning
- Senior Accountant
- Senior Transportation Planner

# Job Match List: Marin Transit

**DRAFT**

- Accounting Analyst
- Administrative Assistant/Board Secretary
- Director of Finance and Capital Programs
- Director of Operations & Service Development
- Director of Planning
- Engagement Coordinator (Marketing & Outreach)
- Senior Accounting Analyst
- Senior Mobility Planner
- Transit Planner

# Job Match List: Monterey-Salinas Transit

**DRAFT**

- Accountant
- Accounting Assistant
- Assistant Planner
- Associate Planner
- Chief Operating Officer
- Director of Planning and Innovation
- Executive Assistant/Clerk to the Board
- Information Technology Manager
- Information Technology Specialist
- Marketing and Communications Manager
- Transportation Manager

# Job Match List: Sacramento Regional Transit

**DRAFT**

- Accountant I
- Accountant II
- Accounting Technician
- Assistant Planner
- Director, Bus Operations
- Director, Planning
- Information Technology Business Systems Analyst
- Planner
- Senior Information Technology Business Systems Analyst
- Senior Marketing and Communications Specialist
- Senior Planner



# Job Match List: SamTrans (San Mateo)

**DRAFT**

- Accountant II
- Accounting Specialist
- Deputy Chief Financial Officer
- Deputy Director, Capital Programs Planning
- Director, Planning
- Director, Systemwide Planning and Policy
- Executive Assistant III
- Financial Reporting Accountant
- Manager, Information Technology Infrastructure Cyber
- Marketing Promotions Specialist
- Planning Administrator
- Planning Analyst III

# Job Match List: San Joaquin Regional Transit District

**DRAFT**

- Deputy CEO Chief Operating Officer
- Director - Administrative Track
- IT Engineer
- IT Specialist
- Planning and Service Development Director

# Job Match List: Solano Transportation Authority

**DRAFT**

- Accountant I
- Accountant II
- Accounting Technician
- Assistant Planner
- Associate Planner
- Clerk of the Board/Office Manager
- Director of Planning
- Director of Programs
- Senior Planner

# Job Match List: SolTrans

***DRAFT***

- Accountant
- Board Clerk
- Deputy Director
- Program Analyst II

# Job Match List: Yuba-Sutter Transit

**DRAFT**

- Finance Manager
- Planning Manager
- Program Analyst I
- Program Analyst II

**COMMUNICATION: YOLO COUNTY TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776 (530) 661-0816**

<b>Topic:</b> Proposed Amendments to YCTD Personnel Rules and Regulations regarding Salary Scale, COLA's, Merit Adjustments and New Hire Salary placement.	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<h1>7</h1> <p><b>Deliberation/* Action</b></p>
		<b>Attachments:</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
<b>Prepared By: Chas Ann Fadrigio</b>		<b>Meeting Date: April 9, 2024</b>

**RECOMMENDATION:**

Staff recommends the Board approve the proposed amendments to the YCTD Personnel Rules and Regulations, specifically focusing on the sections related to salary scale changes and the Cost-of-Living Adjustment (COLA) update.

**BACKGROUND:**

The Board approved the current YCTD Personnel Rules and Regulations on November 14, 2022. In May 2023, the District contracted GovInvest to conduct a salary benchmarking survey to assess the competitiveness of YCTD's salary scales with industry standards. As a result of the survey, the proposed amendments to the YCTD Personnel Rules and Regulations include changes to the salary scale and COLA policies. These changes are contingent upon the Board's approval of the proposed 2024 updated salary scales. The updates are intended to align YCTD's compensation practices with the salary benchmarking results and to ensure competitive compensation for YCTD employees.

**DISCUSSION & ANALYSIS:**

The proposed amendment includes the following changes to:

1. **Salary Studies:** Utilizing the Median instead of the Average. This is the industry best practice and helps minimize the effect of outlier values in the data set.
2. **Cost of Living Adjustment (COLA):** Salary scales may be adjusted annually by at least two percent (2%) and not more than four percent (4%). The actual increase each year, within the 2% to 4% range, will be determined by the lesser amount. This change is intended to establish a floor and ceiling to COLA adjustments, which are vulnerable to extreme fluctuations in a high inflationary environment. COLA adjustments will continue to be at the Board's discretion.

3. **Salary Scale Change:** Transitioning from a minimum and maximum salary range for each position to a 5-step salary scale with 7% increments between each step. Employees will be eligible for a step increase each year upon having a satisfactory annual performance appraisal. The new salaries will be implemented with the salary steps retroactively to July 1, 2023;
4. **Salary and Benefits Upon Hire:** New hires will be placed at Step 1 of the classification salary scale, while granting the Executive Director some flexibility to determine placement based on factors such as experience, education, certifications, and unique skills;
5. **Merit Adjustments:** Utilize Salary Step increases instead of discretionary merit increases of up to 5% annually.
6. **Other - Terms:**
  - a. “Scale” instead of “Range”
  - b. “Appraisal” instead of “Evaluation”

## **BUDGET IMPACT:**

No impact on current (FY2023-24) budget. On June 12, 2023, the Board approved an annual FY2023-2024 operating budget that anticipated the salary benchmarking study and allocated \$200,000-\$245,000 for implementation. Based on the survey results and placement of incumbents within the adjusted salary scales, the estimated cost, retroactive to July 1, 2023, is \$176,000.

### **Attachments:**

1. YCTD Rules and Regulations Personnel Policy – Amended April 9, 2024
2. Resolution 2024-008

**YOLO COUNTY TRANSPORTATION DISTRICT  
RESOLUTION NO. 2024-008**

**RESOLUTION AUTHORIZING THE AMENDMENTS TO THE  
YCTD PERSONNEL RULES AND REGULATIONS**

**WHEREAS**, the Yolo District Transportation District (District) has undergone a salary benchmarking survey conducted by Govinvest in May 2023 to evaluate the competitiveness of its compensation practices with industry standards; and

**WHEREAS**, the proposed amendments to the YCTD Personnel Rules and Regulations, focusing on salary scale changes and Cost-of-Living Adjustment (COLA) updates, aim to align YCTD's compensation practices with the survey results and ensure competitive compensation for YCTD employees; and

**WHEREAS**, the proposed amendments also include placing new hires at Step 1 of the classification salary scale, with placements determined by the Executive Director based on factors such as experience, education, Certifications, and unique skills; and

**WHEREAS**, the estimated FY2023-2024 budget impact, including the District's CalPERS pension contribution, retroactive to July 1, 2023, is \$176,000, which falls within the allocated budget of \$200,000-245,000 approved by the Board on June 12, 2023.

**NOW, THEREFORE, BE IT RESOLVED** Yolo County Transportation District as follows:

1. The proposed amendments to the YCTD Personnel Rules and Regulations, specifically focusing salary scale changes and COLA updates, are hereby approved.
2. The transition to a 5-step salary scale with seven (7%) increments between each step, along with annual COLA adjustments within the range of two percent (2%) to four percent (4%), and the utilization of Salary Step increases for merit adjustments, are hereby approved.
3. New hires shall be placed at Step 1 of the classification salary scale, with the placement determined by the Executive Director based on relevant factors.
4. The estimated FY 2023-2024 budget impact of \$176,000 including the District's CalPERS pension contribution retroactive to July 1, 2023, falls within the allocated budget range approved by the Board in June 12, 2023.

**RESOLVED FURTHER**, that the Executive Director of the District or designee is authorized to take all necessary actions to implement the approved amendments, including updating the YCTD Personnel Rules and Regulations accordingly.



**PASSED AND ADOPTED** by the Board of Directors of the Yolo District Transportation District, District of Yolo, State of California, this 9<sup>th</sup> day of April 2024, by the following vote:

AYES:  
NOES:  
ABSTAIN:  
ABSENT:

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Josh Chapman, Chair  
Board of Directors

ATTEST:

---

Heather Cioffi, Clerk  
Board of Directors

By \_\_\_\_\_  
Kimberly Hood, District Counsel

# **Yolo County Transportation District Personnel Rules and Regulations**

Adopted by the YCTD Board, November 14, 2022

Proposed Amendment, April 9, 2024

Please note the page numbers that have major changes

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# CHAPTER 1. GENERAL

## **Purpose**

The purpose of these rules and regulations shall be to define and set forth in detail the obligations, rights, privileges, benefits, and requirements which are placed upon all employees in the service of the Yolo County Transportation District (District) and to ensure similar treatment for all applicants and employees.

## **Personnel Rules and Regulations: Adoption**

The Board of Directors shall adopt or amend the Personnel Rules and Regulations for the governance of the human resources system.

## **Personnel Rules and Regulations: Authority**

The Personnel Rules and Regulations are intended to comply with all applicable state and federal laws. If a policy or procedure fails, through change in law, to comply with the applicable state and/or federal law, the applicable law shall apply.

## **Personnel Rules and Regulations: Amendments**

The Executive Director, in the interest of good and efficient business practices and to comply with changes in law or statute, shall be responsible for periodic review of the Personnel Rules and Regulations and for developing and submitting to the Board of Directors recommendations for revisions, amendments, or deletions of policies and procedures as warranted.

Employees are encouraged to submit to the Executive Director written suggestions for revisions or amendments to the Personnel Rules and Regulations.

## **Human Resources System**

The employment practices of the District shall be based upon principles that provide for fairness and equity and that facilitate the efficient and economical delivery of services to the public.

## **Executive Director: Authority**

The Executive Director shall be responsible for the administration of the human resources system. The position and authorities of the Executive Director may be incorporated into another position by order of the Executive Director.

## **Executive Director: Duties**

The Executive Director shall establish the methods and procedures necessary for the proper functioning of the human resources system. The Executive Director shall propose, promulgate, and administer personnel rules and regulations for the governance of the human resources system, shall ensure that they address the terms and conditions of employment and remain consistent with applicable state and federal employment laws and statutes, and shall maintain such records as are necessary for the effective administration of the human resources system.

The Executive Director shall provide such personnel services and assistance to employees as will contribute to the efficient conduct of the District's business. Such assistance shall include conducting personnel investigations, acting as a neutral, third-party hearing officer or mediator, and mentoring.

## **Governance**

In accepting employment with the District, each employee agrees to be governed by and to comply with these Personnel Rules and Regulations.

## **Severability**

If any chapter, section, sentence, clause or phrase of these rules and regulations is found to be illegal by a court of competent jurisdiction, such findings shall not affect the validity of the remaining portion of these rules and regulations.

## **Chapter 2. Definitions** (add out of class, Interns, Acting, Temp Upgrade, Exempt, Non-Eempt)

For the purposes of the Personnel Rules and Regulations, unless otherwise apparent from the common meaning within the context of the usage of the word, the following definitions for certain words and phrases shall be as follows:

**Administratively Directed Leave** shall be a forced paid leave directed by the Executive Director in circumstances where having the employee at the workplace would be unduly disruptive, would impede an investigation, or would subject the employee and/or others at the worksite to the potential for harm.

**Executive Director** shall be the person designated to make or revoke an appointment to any position for the District.

**At-Will** shall mean an employment relationship of indefinite duration that can be terminated by either the employer or the employee at any time with or without cause.

**Authorized Position Resolution** shall mean a staffing structure adopted by the Board of Directors setting forth the number of positions authorized in classifications for the District.

**Classification (Class)** shall mean the title assigned to a position of employment that has been delineated by assigned duties, authority, responsibility, and work environment.

**Classification Series (Class Series)** shall mean the grouping of similar classifications from the lowest to the highest level of supervision where there is a natural progression between the classifications because of the inclusion of the lowest classification in the qualifications for the highest classification.

**Continuous Employment/Service** shall mean the period of employment beginning with the most recent date of hire into a regular District position during which time the employee has been employed without a break or interruption. Military leaves, authorized leaves of absence (whether with or without pay), and furloughs shall not be construed as breaks in employment/service. An employee who separates employment and is subsequently rehired shall begin a new period of continuous employment/service.

**Days** shall mean calendar days unless otherwise stated.

**Demotion** shall mean a voluntary or involuntary change of employment in a given classification to employment in a different classification with a lower salary scale.

**Extra Help** shall mean employment in an approved classification intended to be less than year-round to cover seasonal peak workloads, emergency or other work loads of limited duration, necessary vacation and sick leave relief, and other situations involving fluctuating staffing. Extra Help shall apply both to the employment and to the person. Extra Help employees shall not be eligible for holidays, vacations, dental, vision or other benefits except as required by law. Extra Help employees may be used where no authorized position exists, but where funding exists to cover the cost.

Employees hired as Extra Help can serve continuously or intermittently so long as needed to cover workload, but in no case may the employee work 1,000 hours or more in a fiscal year or 1,400 hours in a calendar year.

**Fiscal Year** shall mean the period from and including July 1st of every year through and including June 30th of the following year.

**Furlough** shall mean a temporary period of unpaid time off from employment intended to reduce costs or avoid layoff.



**Limited Term Appointment** shall mean an appointment to District service that is limited to the term for which the authorized position exists or for which the position is funded; however, Limited Term employees serve at the pleasure of the Executive Director and may be released at any time with or without cause. Except as set forth in these rules or otherwise prescribed, all Limited Term employees shall be subject to the same terms and conditions of employment which apply to permanent employees. A permanent employee appointed to a limited term position shall have the right to return to their former position when the limited term position ends. This right of return shall not apply to a permanent employee appointed to a limited term position outside of their department.

**Limited Term Position** shall mean an authorized position established and funded for a limited duration.

**Management Positions** shall be the Executive Director and Deputy Director positions.

**Non-management Positions** shall be all positions at the District except for the Executive Director and Deputy Director positions.

**Pay Period** shall mean a two-week period which begins at 12:01 a.m. on Sunday morning and ends at 12:00 a.m. (midnight) on the second Saturday following except where 12:00 a.m. falls within a shift in which case the time of the beginning and ending of the pay period shall be adjusted accordingly.

**Pay Period Schedule** shall mean the annual calendar of twenty-six pay periods.

**Promotion** shall mean a change of employment from a given classification to a different classification with a higher salary scale or greater opportunities for career advancement.

**Reallocation** shall mean the change of an authorized position to a higher or lower classification based upon substantial changes in the kind, difficulty, or scope of duties.

**Reclassification** shall mean the assignment of an incumbent to a higher or lower classification based upon substantial changes in the kind, difficulty, or responsibility of duties performed in such position.

**Regular Position** shall mean an authorized position, either full-time or part-time, established on a recurrent year-round basis.

**Full-time** shall mean work on a schedule which is the equivalent of eighty hours per pay period.

**Part-time** shall mean work on a schedule which is greater than or equal to forty hours per pay period and less than eighty hours per pay period.

**Regular Employee** shall mean an employee hired into regular, permanent position. **Salary Anniversary**

**Date** shall mean the date that a salary scale increase may be due.

**Service Date** shall mean the hire date marking the beginning of the employee's most recent continuous regular employment with the District.

**Supervisor** shall mean any individual having the responsibility to direct other employees, or to adjust their grievances, or to authoritatively participate in the hire, transfer, promotion, assignment, reward, or minor discipline of those employees where the exercise of that authority is not of a merely routine or clerical nature but requires the use of independent judgment.

**Supervisory Position** shall mean a position, the assigned duties of which include the supervision of a work unit. A supervisory position shall normally be responsible for assigning, reviewing, and evaluating the

work of at least one employee in a subordinate reporting relationship as defined by organizational structure or classification.

**Transfer** shall mean a change of employment from one position to a different position of the same classification in the same or a different department.

**Year** shall mean the fiscal year unless otherwise specified.

**Y-rate** shall mean a compensation amount that is different from the normal compensation amount for the class.



## **CHAPTER 3. EMPLOYEE CONDUCT**

### **Responsibility**

Each District employee shall be responsible for treating their position as a public trust and for setting a good example of respectful public service. Each District employee shall be responsible for exhibiting personal conduct and ethical behavior that demonstrates commitment to the public welfare of the residents of the District and that reflects positively on the reputation of the District as an organization.

### **Accountability**

Each District employee shall be held accountable for the following:

1. Conducting official duties in a respectful, professional, and courteous manner.
2. Avoiding granting any special consideration, treatment, or advantage to any person beyond that which is available to every other person in similar circumstances.
3. Protecting confidential information and not accessing it unless required to do so to accomplish assigned responsibilities or disclosing it (or assisting in disclosing it) to those for whom it is not intended without a lawful order or directive.
4. Avoiding actual conflicts of interests and, to the extent possible, the appearance of conflicts of interest.
5. Declining gifts, incentives, or other remuneration for the work for which the employee is being paid by the District.
6. Using District resources only on behalf of the District.
7. Upholding and adhering to all federal, state, and local laws, ordinances and regulations.
8. Reporting known or suspected improper governmental activities.
9. Workplace Civility

The District is committed to ensuring that employees are provided a healthy environment in which to work and are treated with respect and dignity. In keeping with this commitment, the District shall provide an environment that encourages productivity and creativity and that is free from unwarranted hostility or offensive behaviors.

Each employee shares responsibility for ensuring civility in our District, and shall be responsible for:

1. Addressing every person in a professional, courteous manner.
2. Modeling respectful behaviors and will encourage respectful behavior in others.
3. Fostering an inclusive work environment by recognizing and honoring individual differences and qualities.
4. Advocating for and promoting a positive, ethical working environment.

### **Political Activities**

Each District employee, while on District paid time (except for vacation or other authorized leave time) or while acting in the capacity of a District employee or while in uniform, shall refrain from the following:

1. Engaging in political activities
2. Using District offices, work stations, property, and/or communication systems for political purposes
3. Promoting the passage or defeat of any ballot measure
4. Displaying buttons, written materials, placards, or the like promoting a particular political candidate or ballot measure
5. Wearing clothing promoting a particular political candidate or position on a ballot measure

Nothing in these directives shall be interpreted to restrict the political activities of District employees conducted during the hours that they are off duty and/or are not acting in their employment capacity and/or are not in uniform nor shall it extend to political displays on private vehicles. [See also California Government Code Section 3201-3209]

**Confidentiality and Application of the Health Insurance Portability and Accountability Act (HIPAA)**

Employees determined to engage in activities covered by HIPAA are bound by District policy and the federally-mandated confidentiality and reporting requirements of the Health Insurance Portability and Accountability Act (HIPAA) enacted in 1996. This Act protects the privacy of personal health information and/or other information deemed sensitive, privileged, or confidential by law, statute, or policy applicable to individual departments. District employees are expected to share information gained through their employment only on a need-to-know basis and are held accountable to treat the information regarding others with the highest regard for privacy and integrity.

District employees will be trained on the requirements of HIPAA and other applicable laws or statutes and may be required to sign confidentiality statements as part of their District or departmental responsibilities.

**Conflict of Interest Code (Statement of Economic Interests)**

People serving in the following positions may participate in decisions that may foreseeably have a material effect on any financial interest, and in accordance with the Fair Political Practices Act (Section 18730 of title 2 of the California Code of Regulations), shall file a statement of economic interests with the Executive Assistant:

1. Executive Director
2. Deputy Directors
3. YCTD Board Members

These specified persons shall file their statements upon assuming office, and annually thereafter, in a format authorized by the California Fair Political Practices Commission (FPPC), and according to the filing time frames provided by the FPPC.

**Disclosure Category One:** For the purposes of this Conflict of Interest Code, YCTD has established one Disclosure Category, which shall be known as Disclosure Category 1. Persons in this category shall disclose:

- (a) All investments and business positions in business entities and income from any source which provide services to YCTD, or which have submitted or are preparing to submit bids or proposals to provide services to YCTD.
- (b) All investments in real property or businesses located within Yolo County or within one mile of the service area of YCTD transportation services.

**Failure to File:** The failure of an employee to file the required statement of economic interests within the prescribed time frames may subject the employee to monetary fines imposed by the Fair Political Practices Commission (FPPC). Any fines ordered by the FPPC due to an employee's failure to file required statements in a timely manner are the sole responsibility of the employee.

## **CHAPTER 4. CLASSIFICATION, POSITIONS AND SALARY**

### **Administration of Classification System**

The Board of Directors shall adopt, and may from time to time amend, a classification system which shall set forth a classification title and specific written description for every position that is to be a part of District service. Every position in District service shall be allocated to the appropriate classification.

### **Classification Specifications**

The specific written description for positions in District service shall include, but not be limited to, the following:

1. Duties, responsibilities, authority and working conditions of the position;
2. Education and experience requirements for applicants entering the classification;
3. Job-related knowledge, skills and abilities required of incumbents;
4. Level of supervision received and exercised; and

Levels of supervision shall be defined as follows:

1. Trainee – Incumbents receive close and frequent supervision; employment in a trainee classification shall be limited, with a requirement that incumbents shall meet the minimum performance standards required to promote to the next level in the classification series or be terminated.
2. Entry level – Incumbents receive direct supervision. Some prior preparation to perform the work required of the classification is often required, however, the minimum education and experience requirements for a newly-hired individual are typically more generalized so that a wide range of education and experience is qualifying. Incumbents do not perform the more complex and consequential duties at this level.
3. Journey level – Incumbents receive general supervision, and are expected to perform the full range of duties required of the classification.
4. Advanced journey level/Leadworker – Incumbents receive occasional supervision, are expected to provide training and guidance to less experienced staff, serve as subject matter experts, and perform complex and consequential duties.
5. Supervisor – Individuals at this level provide direct supervision of at least one employee.
6. Manager – Individuals organize, direct and control programs or work units and are accountable for operational effectiveness. Individuals at the manager level may or may not supervise.
7. Deputy Director – Individuals are responsible in the absence of the Director and have direct responsibility for the coordination and operation of a large, diverse organizational unit or a complex specialized program.

The title of the classification to which any position is allocated shall be used in all official personnel transactions and personnel records of the District; provided, however, the use of classification titles shall not preclude the deputizing of employees.

The Executive Director is authorized to revise existing classification specifications in instances that do not involve changes to the classification title or salary. New classifications or changes to existing classification specifications involving classification title or salary shall be adopted by the Board of Directors upon the recommendation of the Executive Director.

Classification specifications shall be interpreted as descriptive and explanatory of characteristic duties and responsibilities of positions in a classification and are not restrictive. They shall not be construed as limiting the performance of related duties and responsibilities nor shall they limit or modify the authority of the Executive Director or the Board of Directors to assign related duties and to direct and control the work of employees in District service.

### **Employee Request for Classification Review**

Any employee may petition the Executive Director for a classification review of their position. Such petitions shall be submitted in writing and shall be accompanied by a completed Position Classification Form. No employee may request a classification review more often than once every other year.

The Executive Director shall, within thirty calendar days after receiving the petition, notify the employee if the request for classification review is approved. However, a classification review shall only be conducted for the position as soon as resources allow.

#### **Administration of Authorized Position Resolution**

The Board of Directors shall adopt, and may from time to time amend, an Authorized Position Resolution, which shall set forth the classification and number of full-time equivalent positions. The types of authorized positions shall include:

1. Regular Full-time
2. Regular Part-time
3. At-Will
4. Limited Term

Amendments or revisions to the Authorized Position Resolution shall be recommended by the Executive Director.

A Limited Term position shall be created and limited to the term of the assignment or the duration for which the position is initially funded, not to exceed two years.

No person shall be employed or appointed to any regular position in excess of the number of full time equivalent (FTE) positions set forth in the Authorized Position Resolution; except, however, that an authorized position may be double-filled for a period of time not exceeding three months for the express purpose of succession planning where an incumbent is leaving/retiring and their replacement needs the benefit of their expertise.

Authorized positions may be filled by employees with classification titles matching the classification title of the authorized position, and an appointment to an authorized position may be made from any lower level and lower paid classification within the classification series or a related classification series having similar duties and the same or a lower pay rate.

#### **Administration of Authorized Salary Resolution**

The Board of Directors shall adopt, and may from time to time amend, the salary resolution which shall identify for each classification the salary, monthly rate, hourly rate or flat-rate pay and the Fair Labor Standards Act exempt designation.

Amendments or revisions to the salary resolution shall be recommended by the Executive Director. Salary recommendations for a proposed new classification or for an existing classification shall be the responsibility of the Executive Director.

The annual salary for a given classification shall be calculated by multiplying the monthly salary by twelve months. The hourly pay rate for a given classification shall be calculated by dividing the annual salary by 2,080 full-time hours. The salary per pay period shall be calculated by dividing the annual salary by twenty-six pay periods.

The salary for part-time positions shall be an amount proportionate to the full-time position, pro-rated by the number of hours of the employee's regular, part-time work schedule.

Extra Help employees shall be paid an hourly rate and shall be paid only for actual time worked.

#### **Salary Studies**

The Executive Director, on their own initiative, or upon the request of the Board of Directors, may conduct salary studies in order that the standing of District salaries in relation to the labor market may be assessed.

Benchmark agencies may be selected based on one or more of the following criteria:

1. Similar population/budget size;

2. Geographically contiguous to the District; and
3. Shared labor market with the District.

The following additional criteria may be applied in the selection of benchmark agencies:

1. The agency range of functions are generally similar to the District so that positions similar in scope, responsibility and job content are likely to be found;
2. Governance, demographic and economic factors, and management challenges faced by agencies are similar to those faced by the District;
3. The agency is representative of the District's relevant labor market for recruitment and retention purposes for a job or category of jobs; and
4. Selected agencies may be direct competitors to which we lose or from which we attract applicants, or indirectly reflect the geographical area out of which the District must advertise to attract applicants.

Salary data shall be collected and matched at the high end of the salary scale attainable by all employees in the classification. Data shall be analyzed by utilizing the median of the salary for all matches, and a comparison shall be made to the District salary to determine its position relative to the market. Salary surveys may be expanded at the District's discretion to include other indices of compensation (e.g. Total Compensation Survey).

#### **Administrative Review for Classification, Position or Salary Changes**

The Executive Director, on their own initiative, or upon the request of the Board of Directors, may utilize an administrative review process to evaluate requests for classification, position and/or salary changes.

Classification, position and/or salary actions include, but are not limited to:

1. Adopting a new classification
2. Approving a title change
3. Abolishing an existing classification
4. Reclassifying an incumbent employee
5. Reallocating an existing authorized position
6. Deleting an authorized position
7. Adding a new authorized position
8. Amending a salary scale
9. Approving a salary differential by classification or position

## **CHAPTER 5. EQUAL EMPLOYMENT OPPORTUNITY**

### **General**

The District is committed to ensuring that all qualified individuals have a full and fair opportunity to compete for hiring and promotion, and to enjoy the benefits of employment with the District. All employees and applicants shall receive equal consideration and treatment in employment without regard to race, color, religion, gender, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal and state laws. Employment opportunities include, but are not limited to, recruitment, testing, selection, transfer, promotion, compensation, benefits, layoff, leave of absence, and training. The District believes that regular review and reporting of equal opportunity and developing a proactive and innovative action plan to address underrepresentation will create an organization that achieves excellence and embraces diversity.

### **Equal Employment Opportunity Plan**

The District shall establish and administer an Equal Employment Opportunity Plan that defines the procedures by which the District will ensure that selection, hiring, and advancement of District employees is accomplished on the basis of individual merit and demonstrated abilities without regard to race, color, religion, gender, national origin, political affiliation, age as defined by law, disability, sexual orientation or other artificial factors in compliance with Title VII of the Civil Rights Act of 1964 (as amended by the Equal Employment Opportunity Act of 1972) and any subsequent amendments, or any other statute which provides a remedy for discrimination in employment applicable to public employees.

The provisions of this Chapter together with the District Equal Employment Opportunity and Harassment Policy and Procedure, and the current EEO Analysis and Action Plan, shall constitute the complete District of Yolo Equal Employment Opportunity Plan (EEOP).

### **Applicability**

The provisions of the District's EEOP are applicable to full-time, part-time and Extra Help hiring and employment. The policies and principles of equal employment opportunity also apply to the selection and treatment of independent contractors, personnel working on District premises who are employed by temporary agencies, and any other persons or firms doing business for or with the District.

### **Implementation and Dissemination of Equal Employment Opportunity Plan (EEOP)**

The Executive Director serves as the District's Equal Employment Opportunity Officer and, in addition to the responsibilities outlined in the District Equal Employment Opportunity and Harassment Policy and Procedure, shall be responsible for day-to-day implementation of the District EEOP; reviewing and reporting on the diversity of applicants and employees; implementing action plans to correct areas of underrepresentation; directing regular and proactive outreach and marketing efforts to promote and ensure diversity in the organization; providing regular training to employees on the equal employment opportunity plan including the District's harassment policy; complying with DFEH and EEOC requirements; filing the EEO-4 report biennially as required by the U.S. Equal Employment Opportunity Commission; and informing and educating employees, applicants, and the public about the District's EEOP.

Every employee at every level of the organization shall be responsible and held accountable for supporting a work environment that embraces diversity, is supportive of equal employment opportunities, and is free from any form of discrimination or harassment. Employees are responsible for reading and understanding District policies and procedures that prohibit discrimination and harassment, and for attending related District-sponsored training.

Management and supervisory personnel shall share responsibility for ensuring full and equal treatment in all departmental employment decisions in accordance with the requirements of the EEOP.

The full EEOP shall also be always available on the District website to view, print and/or download.

The EEOP (including subsequent revisions) shall be distributed as follows:

1. The complete document shall be posted on the District internet site;
2. Employees, members of the public and any other interested party may obtain a paper or electronic copy by contacting the District directly; and
3. An e-mail message shall be sent to District employees on an annual basis with a reminder that the full EEOP is available for review on the District website.

Hardcopies shall be distributed to employee who do not have District e-mail and a copy shall be provided to new employees during new hire orientation.

Records relating to the District's Equal Employment Opportunity Plan shall be kept for a period of at least three years.

### **District Practices in Support of Equal Employment Opportunity**

The District conducts outreach and targeted recruitment efforts to create a pool of individuals with varied backgrounds who can contribute and effectively serve a diverse community. Recruitment, testing, and selection rules are enforced with equal employment and diversity as the primary goals.

The personnel rules and practices implemented by the District to carry out its commitment to equal employment include:

1. Displaying posters regarding equal employment opportunity in areas highly visible to employees;
2. Reviewing job classifications on a regular and ongoing basis to ensure there are no arbitrary barriers to equal employment and sufficient opportunity for entry-level employment;
3. Reviewing recruitment rules and procedures on a regular and ongoing basis to identify and eliminate barriers to equal employment;
4. Maintaining an "interest card" and "Application-on-File" system where potential applicants can receive an e-mail alert and apply online when the District begins accepting applications for the position they've identified;
5. Analyzing applicant flow data to assist in determining effective targeted recruitment strategies to attract a candidate pool that is reflective of the diversity of the District population;
6. Ensuring that selection examinations are valid, job-related and non-discriminatory; and
7. Training individuals involved in the recruitment, testing and/or selection of personnel on the requirements of equal employment opportunity law, the requirements of federal and state nondiscrimination laws, and the requirements of the District's EEOP.

### **Policy**

Discrimination and harassment against any individual because of such individual's race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, sex stereotyping, transgender status, and gender identity), national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation is prohibited. This policy applies to all terms and conditions of employment including, but not limited to, hiring, placement, promotion, disciplinary action, layoff, recall, transfer, leave of absence, compensation, and training.

Retaliation against any person having made a complaint of discrimination or charge of harassment is prohibited. Employees found to be retaliating against another employee, or otherwise violating this policy, shall be subjected to disciplinary action up to and including termination.

The right of a person to a prompt and equitable resolution of a complaint made under this procedure shall not be impaired by the person's pursuit of other administrative remedies such as the filing of a complaint with the appropriate federal agency.

### **Definitions**

**Sexual Harassment** shall mean unwelcome sexual advances, requests for sexual favors, and other verbal, physical, or visual conduct of a sexual nature when:

1. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

**Disability** shall mean 1) a physical or mental impairment that limits one or more major life activities; or 2) having a record of such an impairment; or 3) being regarded as having such impairment.

### **Physical or Mental Impairments**

Physical or mental impairments include, but are not limited to, vision, speech and hearing impairments; emotional disturbance and mental illness; seizure disorders; mental retardation; orthopedic and neuromotor disabilities; learning disabilities; heart disease; nervous conditions; cancer; asthma; Hepatitis B; HIV/AIDS; and drug addiction if the addict has successfully completed or is participating in a rehabilitation program and no longer uses illegal drugs.

### **Limitation of Major Life Activities**

An individual is disabled if he or she has a physical or mental impairment that (a) renders him or her unable to perform a major life activity or that (b) limits the condition, manner or duration under which he or she can perform a particular major life activity in comparison to other people.

Major life activities include, but are not limited to, caring for oneself, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, and working.

In determining whether a physical or mental impairment limits the condition, manner or duration under which an individual can perform a particular major life activity the following factors shall be considered:

1. The nature and severity of the impairment;
2. The duration or expected duration of the impairment; and
3. The permanent or long-term impact (or expected impact) resulting from the impairment

In determining whether a physical or mental impairment limits an individual with respect to the major life activity of "working" the following factors should be considered:

1. The geographical area to which the individual has reasonable access; and
2. The job from which the individual has been disqualified because of an impairment and the number and types of jobs within that geographical area utilizing similar training, knowledge, skills, or abilities from which the individual is also disqualified because of the impairment.

### **Having a Record of Impairment**

An individual is disabled if he or she has a history of having an impairment that limits the performance of a major life activity; or has been diagnosed as having such impairment.

### **Regarded as Having a Disability**

An individual is disabled if he or she is treated or is perceived as having an impairment that limits a major life activity (although no such impairment may exist).

**Qualified Individual with a Disability** is a person who 1) satisfies the job-related requirements of the position, and 2) can perform the essential functions of the position despite their disability, or 3) with reasonable accommodation can perform the essential functions of the job.

### **Satisfies Job-Related Requirements**

Satisfying the job-related requirements of the position means that the disabled individual possesses the appropriate educational background, employment experience, skills, and license required for the position.

### **Essential Functions**



Essential functions are the fundamental duties of a position. (Marginal or peripheral functions of a position are not considered essential).

A function may be essential because:

1. The reason the position exists is to perform that function;
2. Of the limited number of employees available among who the performance of that job function can be distributed; and
3. Is highly specialized and requires specific expertise or skill to perform.

The following factors will be considered in determining whether a function is essential:

1. The District's judgment as to which functions are essential;
2. Written job descriptions;
3. The amount of time spent on the job performing the function;
4. The consequences of not performing the function;
5. The terms of a collective bargaining agreement; and
6. The work experience of past and present incumbent in the position.

**Reasonable Accommodation** is any change in the work environment or in the way things are customarily done that enables a disabled individual to enjoy equal employment opportunities. A reasonable accommodation may mean modifications or adjustments to a job application process to enable an individual with a disability to be considered for the position and/or the work environment in which a position is performed so that a disabled person can perform the essential functions of the position.

A reasonable accommodation includes making existing facilities and equipment used by employees readily accessible to and usable by individuals with disabilities.

A reasonable accommodation applies to:

1. All employment decisions;
2. The job application process and District provided services;
3. Facilities provided by the agency to all employees and the public;
4. Only known disabilities.

Reasonable accommodation is not required if:

It eliminates essential functions of a position (and the agency cannot reasonably accommodate)  
Adjustments or modifications requested are primarily for the benefit of the disabled individual

The agency will not be expected to provide an accommodation that imposes an undue hardship on the operation of the District's business.

Undue Hardship means significant difficulty or expense incurred in providing the reasonable accommodation. Undue hardship includes, but is not limited to, financial difficulty. Undue hardship refers to any accommodation that would be unduly costly, extensive, substantial, or disruptive, or that would fundamentally alter the nature of the operation of the business.

Whether a particular accommodation will impose an undue hardship is determined on a case-by-case basis. The following factors will be considered in determining whether an accommodation would create an undue hardship:

1. The nature and cost of the reasonable accommodation;
2. The financial resources of the District;
3. The number of employees; and
4. The type of operations of the District, including the composition and functions of its work force.

When determining the appropriate accommodation, if a qualified individual with a disability requests the provision of a reasonable accommodation, the District will informally discuss with the individual the

limitations resulting from the disability and the potential reasonable accommodations that could overcome those limitations.

The reasonable accommodation process will generally involve five steps:

1. First, the District must analyze the job duty at issue and re-affirm its purpose and essential function.
2. Second, the District should consult with the disabled person to find out the job-related limitation imposed by the individual's disability.
3. Third, the District will consult with the disabled individual to identify potential reasonable accommodations if they exist.
4. Fourth, the District will assess each potential reasonable accommodation to determine if the individual can perform the essential functions of the job.
5. Finally, the District will consider and implement the best reasonable accommodation that is most appropriate for both the employee and the District.

### **Discrimination**

For purposes of this Policy, discrimination shall mean:

1. To limit or classify a job applicant, employee or individual in a way that may adversely affect opportunities or standing because of that person's protected status;
2. To participate in a contract which could subject an applicant, employee or protected individual to discrimination;
3. To use any standards, criteria or method of administration which could have the effect of discriminating on the basis of a protected class;
4. To deny equal jobs or benefits because of a protected class;
5. To fail to make reasonable accommodations to known disabilities unless it can be shown that the reasonable accommodation would impose an undue hardship;
6. To use selection criteria which excludes protected persons unless the criteria is job-related and consistent with business necessity; and
7. To fail to use employment tests in a manner that ensures that the test results accurately reflect the applicant's or employee's skills or aptitude for a particular job.

### **Discriminatory Harassment**

Examples of what might be construed as discriminatory harassment including sexual harassment may include, but are not limited to:

1. Speech, such as epithets, derogatory comments, or slurs on the basis of race, color, religion, sex, gender, gender identity, gender expression, national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation.

This might include inappropriate e-mail, notes, or comments on appearance, dress, physical features, stories, or degrading jokes that are based on the above list of protected characteristics. Additionally, sexual harassment includes lewd propositioning based on sex. This might include inappropriate sex-oriented comments on appearance, including dress or physical features, sexually degrading stories and jokes, or sexually suggestive or obscene letters, e-mail, notes, or invitations.

2. Physical acts, such as assault, impeding or blocking movement, offensive touching, or any physical interference with normal work or movement when directed at an individual based on race, color, religion, sex, gender, gender identity, gender expression, national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation.

This includes pinching, grabbing, patting, propositioning, leering, or making explicit or implied job threats or promises in return for submission to physical acts.

3. Visual insults, such as displaying or electronically transmitting derogatory posters, cartoons, drawings, or other items of an inappropriate nature related to race, color, religion, sex, gender, gender identity, gender expression, national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation.
4. Threats and retaliation, or other inappropriate conduct related to race, color, religion, sex, gender identity, gender expression, national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation where the conduct is intended to or does interfere with an individual's work performance or creates an intimidating, hostile, or offensive working environment.
5. Unwanted sexual favors or advances, requests for sexual favors and other acts of a sexual nature, threats, or insinuations that refusal to agree to sexual favors or advances - or even the request for a date - will harm an employee's standing in any way.

### **Complaint Procedure**

An employee or job applicant who believes he or she has been discriminated against or harassed based on race, color, religion, sex, gender, gender identity, gender expression, national origin, ancestry, disability, medical condition, genetic information, marital status, age, or sexual orientation may make a complaint verbally or in writing with the Executive Director.

Upon receiving notification of a discrimination or harassment complaint, the Executive Director or Designee shall:

1. Authorize the investigation of the complaint by and/or investigate the complaint. Depending on the circumstances the investigation may include interviews with: a) the complainant; b) the accused; and c) any other persons who are believed to have relevant knowledge concerning the complaint.
2. Review the information gathered through the investigation to determine whether the alleged conduct violates District policy giving consideration to all factual information, the totality of the circumstances, including the nature of the inappropriate conduct and the context in which the alleged incidents occurred.
3. Report the results of the investigation and the determination as to whether discrimination or harassment occurred to appropriate persons.

If a violation of this District Equal Employment Opportunity and Harassment policy has been determined to have occurred, the District will take prompt and effective remedial action. This may include disciplinary action, which will be commensurate with the severity of the offense. Reasonable steps will be taken to protect the complainant from further harassment and any retaliation because of communicating the complaint.

If the Executive Director decides not to investigate or if their efforts to settle the problem are unsuccessful, the complainant may file an appeal within thirty days from the date of notification. The appeal shall be heard by an administrative hearing officer.

**Exclusion of Frivolous or Vague Appeals and Appeal Therefrom:** If District Counsel determines that the complaint is frivolous, vague, or that the facts alleged in the complaint, even if true, would not substantiate a claim of sexual harassment or discrimination, or that the appeal claims discrimination based upon a factor that is not prohibited by the state or federal law or regulation, they shall not schedule the appeal for hearing.

**Hearing of Appeal:** The hearing officer shall fully hear the complaint and make written findings of fact and issues a determination.

The Executive Director will maintain the files and records relating to the complaint.

## **CHAPTER 6. RECRUITMENT, EXAMINATION AND SELECTION**

### **Purpose**

This chapter shall establish policy and procedures for recruiting, testing and selecting high-quality, productive employees with the required skills and competencies and who reflect the diversity of our community and the residents we serve, in accordance state and federal law.

### **Principles**

The District shall abide by the following principles:

1. Examination and selection shall be based on fair and open competition free of artificial barriers.
2. Selection shall be on the basis of job-related skills, knowledge, demonstrated abilities and quality of performance.
3. No person shall be employed or appointed to District service unless such person meets the minimum education and experience requirements for the position as set forth in the classification specification.
4. No Extra Help appointment shall be made to a classification that is not appropriate for the duties to be performed.
5. At-Will classifications are excluded from competitive recruitment and selection rules.

### **Cooperative Agreements**

The Executive Director is authorized to enter into agreements with other public agencies providing for the sharing of employment applications and/or eligible lists, combined examinations, acquisition or sharing of examination materials, and other integrated personnel activities not inconsistent with these rules.

### **Recruitment Plan**

The Executive Director or their designee shall determine the recruitment plan for the position. The recruitment plan consists of the dates and timeframes for accepting applications and the type of recruitment to administer (open, promotional, limited term, etc.).

### **Limited Recruitment**

The Executive Director may restrict the recruitment to limit the size of the applicant group by specifying a maximum number of applications that will be accepted and closing the recruitment immediately when that number is reached, and/or applying any other means that are appropriate to the circumstance.

### **Employment Application**

The Executive Director or their designee shall determine the length of time to accept applications, and will prepare employment opportunity announcements accordingly. Employment opportunities must be posted for a minimum of five business days or until the advertised number of applications has been received, provided State or Federal rules and regulations are not violated by limiting the candidate pool and closing the recruitment prior to the five day requirement. The employment application is part of the examination process. An applicant's answers will determine their eligibility to participate in the subsequent phase(s) of the selection process.

Applicants are required to submit the specified application during the designated recruitment period. Applications shall only be accepted when there is an open recruitment except in the following circumstances:

### **Employee Application to Transfer**

A current District employee may apply to transfer within their current classification or in a different classification in which he/she previously held a position.

### **Application for Employment Following Layoff**

District employees laid off from employment may submit an employment application to be considered for positions that are different from the former employee's classification provided he/she meets the minimum qualifications for the different position. This option is valid for up to two years from the date of layoff.

### **Supplemental Application Documents**

Depending upon the examination criteria for the position, applicants may be required to submit supplemental materials as part of the application process to verify possession of the qualifications for the position. These supplemental documents may include, but are not limited to, the following:

1. Verification of education (official or unofficial transcripts, copy of degree or diploma, or a letter of verification on college or university letterhead).
2. Verification of special certification or licensure.
3. Copy of California driver's license and/or printout of driving record obtained from the California Department of Motor Vehicles.
4. Responses to supplemental questions.

To allow full consideration of the relevance, level, progression and quality of candidates' education and experience, the Executive Director or their designee may require that written responses to supplemental questions, and/or transcripts of college credits be submitted in addition to the standard application form. Such requirements shall be clearly stated on the employment opportunity announcement.

An applicant's failure to submit supplemental application documents as required in the employment opportunity announcement for the position may result in disqualification.

### **Recruitment Types**

The types of recruitments that may be conducted are as follows:

1. Open-Competitive: Recruitment open to everyone, including District employees and members of the public.
2. District Promotion: Recruitment open to current District employees, those former employees on a valid reemployment list, and District employment training program participants with an active work assignment at the District.
3. Limited Term: Recruitment for a position established for a limited term or funded for a limited term.
4. Extra Help: Recruitment for a position intended to be occupied on less than a year-round basis to cover seasonal peak workloads, emergency work loads of limited duration, and other situations involving fluctuating staffing.
5. Continuous: Recruitment for classes in which there is a demonstrated difficulty in sustaining a pool of adequate eligible and available candidates. The District will receive applications, conducts examinations, and creates eligible lists continuously.

When determining the appropriateness of a promotional recruitment, the Executive Director or their designee will consider the availability of an adequate number of qualified applicants within the District work force as well as the diversity of qualified applicants within the District work force.

### **Recruitment Eligibility for Former Employees**

Any former employee laid off from District employment shall be eligible to apply for District Promotion opportunities during the time their name is on a valid reemployment list provided he or she meets the minimum qualifications for the position.

### **Minimum Qualification Screening**

The District shall screen all applications that are complete and received by the recruitment closing date. Applications shall be evaluated for satisfaction of the minimum education, experience, licensure, and any other application requirements as soon as practical following the end of the application filing period.

### **Background and Reference Checks**

Prior to making a contingent job offer, the District shall conduct reference checks, verify candidate's possession of education, certification and/or licensure required for the job, verify candidate possession of a valid California driver's license if applicable, and check the Office of Inspector General List of Excluded Individuals if position will have access to client's confidential medical records. The Executive Director may elect to conduct additional background investigation deemed appropriate for the position.

## **Contingent Job Offer**

Following successful completion of background and reference checks, the Executive Director is responsible for making a job offer to the candidate contingent upon their successful completion of the pre-employment medical examination and/or drug and alcohol screening, and California Department of Justice background check.

## **Pre-Employment Drug/Alcohol Screening**

All new employees whose position requires a commercial driver's license must successfully pass a pre-employment drug/alcohol screening prior to the first day of work as a condition of employment. The alcohol and drug test may screen for any legal or illegal substance that could impair an employee's ability to effectively and safely perform the functions of the job. Testing shall be conducted by a laboratory that has been duly certified by the State of California.

Applicants for positions requiring a commercial driver's license who test positive for any illegal substance and are subsequently rejected from employment as a result must wait at least six months before re-applying for District employment.

## **Live scan**

Electronic fingerprints of all new employees and existing employees where required by state or federal laws, rules and/or regulations shall be live scanned and processed by the Department of Justice (DOJ) as a condition of District employment. The Executive Director and their designee are hereby authorized to have access, on a need-to-know-basis, to information from the State Summary Criminal History Information which is provided as a result of the DOJ Applicant Fingerprint Response, as provided for in Section 11105 of the Penal Code of the State and shall adopt procedures for the safeguarding of this information.

Persons or entities authorized to receive information as identified above shall be given information from the State Summary Criminal History Information as permitted by the Executive Director. No one shall be given a copy of the State Summary Criminal History Information unless authorized by the Executive Director in writing.

If the applicant or employee for whom the State Summary Criminal History Information is obtained is subsequently hired or cleared, then the State Summary Criminal History Information shall be destroyed within ten working days after receipt. The State Summary Criminal History Information may be retained by the Executive Director only where it contains information that results, in whole or in part, in the disqualification of the applicant from examination or employment. Furthermore, if an applicant or incumbent is disqualified from employment based on the information contained in the State Summary Criminal History, then the Executive Director or their designee must provide a copy of the report to the disqualified individual.

A person shall be automatically excluded from consideration if the class specification specifically includes a job-related prohibition for a certain offense or if federal, state or local statute prohibits the hiring or employment of an individual convicted of a specific offense for a certain job. All other conviction information shall be evaluated on a case-by-case basis, and may include consideration of the following:

1. Type and seriousness of the conviction.
2. Recency of the conviction.
3. Job relatedness of the type of conviction.
4. Evidence of rehabilitation.
5. Mitigating/aggravating circumstances leading to conviction.
6. Extent of supervision the applicant would receive on the job if selected.

## **Certificate of Appointment/Oath of Allegiance**

Public employees must take and subscribe an oath or affirmation to support and defend the Constitution of the United States and the Constitution of the State of California (Article 20, Section 3 of the California

Constitution, Govt. Code Section 3100). Upon appointment to District employment, an employee must complete the oath..

**Disaster Service Worker**

Each District employee, in compliance with California Government Code Section 3100-3109, is designated as a Disaster Service Worker and may be required to provide assistance in conditions of disaster or peril to life, property, or resources from natural, manmade, or war-caused emergencies under the provisions of the California Emergency Services Act (Government Code 8550-8551).

## CHAPTER 7. EMPLOYMENT AND HOURS

### Standard Work Period

Except as otherwise provided in this chapter or revised by resolution of the Board, the standard work week of the District shall be forty hours during seven consecutive days, and the normal workday of the District shall be eight hours.

### Part-time Employment

All regular part-time employees shall have a regular/fixed schedule of work days and work hours which shall provide for a minimum of forty hours of work in each bi-weekly pay period. Once a regular/fixed schedule has been established, such part-time employees may be permitted to work additional hours by mutual agreement.

### Exceptions to Standard Work Periods (Alternative Work Schedules)

The Executive Director may establish alternative work schedules for the employees. Eligibility, participation in and implementation of any such work schedule shall be at the sole discretion of the Executive Director.

Alternative work schedules shall include, but not be limited to:

1. 4/10 Schedule: a weekly work schedule consisting of forty hours of work scheduled for four workdays consisting of ten hours scheduled on each workday.
2. Flex Time Schedule: a weekly work schedule consisting of forty work hours during five work days with start and end times at other than the traditional 8:00 a.m. to 5:00 p.m. hours.
3. 9/80 Schedule: a biweekly work schedule consisting of eighty hours of work in nine hour work days, and with no more than nine hours scheduled on any work day. For FLSA nonexempt employees, such a schedule shall require a designation of a work week which starts and ends at noon on Mondays or noon on Fridays for employees on such schedule and shall involve forty regular hours worked in such a designated week. Work schedules that begin at noon on Mondays shall have the day off on the first Monday of the pay period and work an eight hour day on the second Monday. Work schedules that begin at noon on Fridays shall work an eight hour day on the first Friday of the pay period and have the day off on the second Friday.

Alternative work schedules may be discontinued at the sole discretion of the Executive Director upon ten days written notice to the affected employees.

### Telecommuting

Telecommuting (also known as telework, remote work, working from home, etc.) is defined for the purposes of this policy as an employee working at an established Alternative Work Location (AWL). Telecommuting typically includes the use of District resources and equipment to digitally perform all or some of their job functions.

Telecommuting is not an employee entitlement but rather a management strategy for meeting the business needs of the District. As a management strategy, telecommuting assignments can provide improved outcomes for organizations including reduced need for building space, reduced overhead costs, and enhanced ability to attract and retain valuable employees.

**Guiding Principles:** The Executive Director may exercise discretion in granting telecommuting assignments. However, this Policy establishes certain limitations to assure the safety of personnel, effective customer service, and operating efficiency. In considering approval of telecommuting assignments, The Executive Director must ensure that approved telecommuting assignments adhere to the following guiding principles:

1. Meets the business needs of the District;
2. Ensures high level of customer service;
3. Does not negatively impact employee or department productivity, performance, ability to meet deadlines, or employee engagement;



4. Does not increase overtime earned;
5. Ensures adequate and appropriate onsite coverage during business hours, inclusive of leaves and position vacancies.

**Terms and Conditions:** Each telecommuting assignment shall be subject to the following terms and conditions.

1. Telecommuting assignments are not a viable option for every employee in every position.
2. A telecommuting assignment is an arrangement between the District and the employee. It is not an entitlement or employee benefit.
3. Schedule adherence, performance measures, and productivity standards for employees who engage in a telecommuting assignment will remain consistent with those of an employee in the office. While flexibility, individual lifestyle considerations, and improved work-life balance are anticipated benefits of telecommuting, it is not intended as a replacement for otherwise required dependent care.
4. The Executive Director or their designee may review, revise, revoke, or terminate an employee's telecommuting assignment at any time, with or without cause, and with as short as 24 hours of notice, so long as it does not unlawfully discriminate or otherwise violate any other policy. Typically a 30-day advance written notice to the employee will be issued, except and only in the event of an unanticipated coverage issue of an immediate nature, at which point an employee's work location(s) will be modified, with an advance written notice ranging from 5 days to as little as 24 hours, based on need. No provisions of any telecommuting assignment shall be subject to the grievance procedure.
5. An employee who requests to discontinue a telecommuting assignment will be allowed to return to the office.
6. The District has authority to require an employee to make a temporary variance to their telecommuting assignment based on its needs. The District will attempt to provide advance notice of such need whenever possible. Any employee initiated temporary variance to an approved AWL must be pre-approved.
7. Employees with telecommuting assignments agree to protect District assets, information, and information systems and must adhere to District policies, in particular those which govern privacy and security requirements, confidentiality, technology, and communications, and those that address permissible uses, prohibited uses, and access and disclosure of equipment, resources, and information. Employees shall have no expectation of privacy when using District systems.
8. Telecommuting assignments are not automatically transferrable when an employee voluntarily or involuntarily transfers or is promoted to another classification, or in the event of another job change.

**Eligible Employees:** Employees interested in telecommuting must meet the following identified criteria for eligibility:

1. Demonstrate the ability to work independently, and ability to develop and successfully meet job-related measurable goals and objectives; and
2. Understand that job requirements necessitating presence on the premises or "in-person" contact with other staff and/or the public do not conflict or are hindered by the established telecommuting assignment.

#### **Alternative Work Location Approval and Safety Verification**

Employees requesting a non-District location as an AWL (e.g. a home office workspace) must certify that the proposed workspace meets all the following requirements:

1. The space is conducive to the employee performing their assigned duties, conducting professional virtual meetings, and maintaining the confidentiality of all protected information.
2. In no event shall clients/customers/members of the public or the like be served in person at the employee's place of residence. The District shall not be held liable for injuries to third parties and/or members of the employee's family on employee's premises. The District is not liable for damage to the employee's real property.

3. A clear understanding of tax implications relating to the home workspace is the sole responsibility of the employee.
4. Employees requesting telecommuting assignments are responsible for ensuring compliance with applicable laws, regulations, policies and procedures, and health and safety requirements.
5. A work-related injury sustained by employees while telecommuting is subject to worker's compensation law and rules. An employee must notify the District immediately and complete all necessary and/or District requested documents regarding the injury.
6. Equipment and Supplies: Subject to budget availability, employees approved for a telecommuting assignment may be provided with the necessary equipment and supplies for their position, comparable to what would be provided at their office/cubicle.

### **Accounting for Absences**

Both employees who are "exempt" (generally salaried executive, administrative, or professional classifications) or "non-exempt" (generally hourly classifications eligible for overtime pay) under the Fair Labor Standards Act (FLSA) must document absences from work of any duration and, in the case of most leaves, time away from work must be requested and approved in advance of the absence. Both exempt and non-exempt employees must draw from accrued leave balances for time away from work unless an employee is off work on an approved leave of absence without pay. In some circumstances, employees may be allowed to "work back" time away from work during the same pay period.

### **Employment of Relatives (Nepotism)**

It is the policy of the District to seek the most qualified candidates for District service. The District shall not discriminate in its employment practices and personnel actions based on familial or marital relationship. The District shall ensure, to the extent possible, the fair and impartial treatment of its employees by those with oversight authority.

An Executive Director shall not appoint persons who are related to him/her by familial or marital status. The District reserves the right to regulate, for reasons of supervision, safety, security, or morale, the terms of employment of persons who are related by familial or marital status, whether living in the same household, and who are employed at the District. In no case shall supervision or oversight authority be less than two supervisory levels between the related persons, unless approved by the Executive Director due to exigent circumstances.

Where it is demonstrated that the performance of business functions or the working environment has been negatively impacted by the employment of persons related by familial or marital status, the Executive Director shall be authorized to take good faith measures, including, but not limited to, reassignment, relocation, change in supervision, or transfer to eliminate the negative impact. Such measures may be temporary or permanent.

Related by familial or marital status shall mean an employee's mother, father, spouse or domestic partner, child, step-child, parent, step-parent, grandparent, grandchild, brother, sister, step-brother, step-sister, aunt, uncle, niece, nephew, parent-in-law, brother-in-law, sister-in-law, legal guardian, any other persons who are living as a member of and in the same household as the District employee, and/or any in loco parentis relationship.

Supervisory or oversight authority shall mean when one employee has direct influence on the decisions concerning selection and hiring, which includes making recommendations for hiring, assignment or review of work, providing input on employee performance appraisals, transfer, promotion, grievance review, or other terms and conditions of employment over another employee.

### **Employee Performance Appraisal**

All employees shall have their work performance evaluated at regular intervals and at least annually. The supervisor completing the appraisal form shall discuss such appraisals with the employee. A copy of the employee's performance appraisal shall be signed by the supervisor and the employee and be maintained in the employee's personnel file.

The schedule for employee performance appraisals is as follows:

An employee performance appraisals during the first year of employment should be completed at the end of the third month, before the end of the sixth month and before the end of the twelfth month.

Employee performance appraisals should be completed annually. Appraisals for limited term employees shall be for the instruction of the employee and shall not confer any right to continued employment or suggestion of permanency. Nothing shall preclude special evaluations where needed to address issues of poor performance.

When an employee has been noted in the overall performance appraisal as requiring improvement to meet the minimum expectations of the position, the supervisor shall commit to writing and provide the employee with a plan to remediate the deficiencies that includes at a minimum the following:

1. A clear statement of the problem and the measures that have previously been taken to assist the employee in meeting expectations including dates of training, coaching or counseling specific to the problem;
2. The steps to be taken to effectuate remediation of the problem;
3. How the employee's progress toward improvement will be measured or evaluated; and,
4. The timeframe for improvement, including dates within that timeframe where the supervisor will meet with the employee to assess and advise the employee of their progress.

### **Reinstatement of Former Employees**

During the first twelve months following an employee's termination, an Executive Director may request to reinstate a former District employee to a classification in which the former employee previously held or any lower classification within the classification series provided the former employee terminated in good standing. Such request shall be subject to the review and approval of the Executive Director. A reemployed employee shall be considered a new employee for all purposes.

### **Resignation**

Employees may provide notice of resignation in writing; however, in order to be determined to have resigned in good standing and thus be eligible for rehire at a later date, an employee is required to submit a written resignation to the Executive Director, giving at least two weeks' notice prior to their intended last day of employment. In an emergency circumstance, the Executive Director may authorize the employee to terminate in good standing with less than two weeks or no advance notice.

### **Exit Interview Program**

The purpose of the Exit Interview Program is to gather information from separating employees that will assist with efforts to continuously improve the quality of supervision, coaching, management, working conditions, and the work environment of the District.

Employees will be asked to complete an Exit Interview Questionnaire and to participate in a face-to-face interview. At the exit interview, the Executive Director or their designee will meet with the employee to discuss the completed questionnaire. Interviews will be conducted in private and written information will be reviewed to facilitate understanding and to encourage the sharing of candid and constructive additional information from separating employees. All specific content from exit interviews will be held strictly confidential unless the employee gives permission in writing to attribute the content, except that if the exiting employee reveals information which alleges violations of law or policy and which would require a District investigation, the employee will be informed that such information cannot be held confidential.

Information gathered from exit interviews will be summarized (on an anonymous basis) and revealed to others as a means to resolve problems, improve the working environment, safety practices, supervision and management practices, and/or to sustain good management practices and a culture of quality service. Specific feedback from employees separating may be given by the Executive Director within the parameters of confidentiality guaranteed in the Exit Interview Program.

## CHAPTER 8. COMPENSATION

### Salary Scale

The salary scale shall be a series of five (5) steps for each classification except the Executive Director classification. The salary scale steps shall be seven percent (7%) apart. The implementation of the new Salary Scale Step Series shall be effective ????

### Salary and Benefits upon Hire

New hires shall be placed at Step 1 of the appropriate classification salary scale. The Executive Director may review the incumbent/new hire's qualifications to determine the appropriate step placement based on one or more of the following factors that are beyond the minimum qualifications for that particular classification: years of experience, education, certifications, unique skills and any other related qualifications. . New hires shall be entitled to the benefits outlined in this Policy.

### Out-of-Class Pay

A regular employee who is temporarily assigned and substantially performing the duties and responsibilities of a position with a higher salary shall receive a salary equal to the minimum for the new position which provides not less than a five percent increase starting the first day the regular employee is performing the full range of duties and responsibilities.

Such assignments shall be made in writing and be for a period of ten consecutive working days or more. Such assignments shall be limited to three months except when there is the mutual consent of the Executive Director and employee to extend the time period.

### Salary upon Promotion

Any employee who promotes to a new position shall receive the minimum salary for the new position or a five percent increase, whichever is more. The employee shall receive a new salary anniversary date upon promotion.

### Merit Adjustment

Merit adjustments are not automatic, they shall be based on positive employee performance appraisals; and shall be presented to the employee no later than thirty days after the date of their appraisal by the Executive Director or designee. Failure to complete a performance appraisal in a timely manner, assuming an overall rating of satisfactory or better, will not result in loss of salary for the employee due to a delay in the appraisal process. Employees shall be evaluated and considered for the next higher salary step within the assigned salary scale on an annual basis. If an employee performance appraisal results in the employee not meeting overall standards or needing improvement resulting in a Performance Improvement Plan (PIP), the merit adjustment shall remain in abeyance, until such time as the performance appraisal results demonstrates positive performance outcomes.

### Cost of Living Adjustment (COLA)

Upon approval by the Board of Directors, the salary scales may be adjusted annually by at least two percent (2%) and not more than four percent (4%). The actual increase each year within the 2% and 4% range, will be determined by the lesser amount of the following calculation:

Effective July 1 of each fiscal year, to account for increases in the cost of living. The COLA shall be based on the increase in the "All Urban Consumers" category of the California Consumer Price Index (CPI), between April (two calendar years before the adjustment) and April (one calendar year before the adjustment). For example, the July 1, 2023 adjustment used the CPI time period of April 2021 and April 2022.

Should there be an increase in the applicable State or local minimum wage, any employee paid less than that amount shall receive a compensation adjustment to match the new minimum wage, effective the first full pay period starting on or immediately before the effective date of the new minimum wage.

## **SALARY ON SCALE CHANGE**

After the 2024 implementation of the new salary scale for the District's classifications, the following policies will apply:

1. An employee who receives a range change (adjustment) to a higher salary scale, shall remain on the same step in the new salary scale. The employee's anniversary date for step advancement shall not change.
2. If an employee's current salary is higher than the step placement in the new salary scale, the salary for that employee will be "Y-Rated". The incumbent shall continue to receive the previously authorized salary until termination of employment in the position, or until an increase in the salary scale exceeds the employee's present salary, whichever first occurs. Appropriate records shall show such an incumbent as being paid at a special fixed rate (Y rate) of the salary scale for the employee's classification.

The 2024 implementation of the new salary scale for the District's classifications shall follow the New Hire Placement process above. Employees will be eligible for a step increase each year upon having a satisfactory annual performance appraisal. The new salary scale will consist of a five (5) step salary scale for each classification, with seven percent (7%) increments between each step. The new salaries will be implemented with the salary steps retroactively to July 1, 2023.

### **Salary upon Demotion**

Any employee who demotes to a position which has a lower salary range than the class formerly occupied shall receive a salary in the new range which provides a pay decrease of at least five percent, except that employees who voluntarily demote upon approval of the Executive Director may be placed at a salary which most closely approximates the former salary. The employee shall receive a new salary anniversary date upon demotion.

Any employee who demotes to the most recent previously held class shall return their former salary. This section shall not apply to demotions resulting from disciplinary action.

### **Pay Periods**

All salaries shall be payable on a biweekly basis. The biweekly pay period shall end at 12:00 midnight on each second Saturday. The payment of salaries shall be made on the Friday following the end of the pay period.

### **Recovery of Pay and/or Benefits**

It is the employee's responsibility to review their payroll information and deductions for accuracy. If an employee is underpaid, overpaid, given insufficient or excessive leave benefits or receives any other benefit and/or compensation in error, the employee is required to notify the District as soon as the error is known.

Should the District discover an error, the employee shall be promptly notified. The District will take such steps to restore or recover such benefits and/or compensation as were mistakenly taken or given.

When an overpayment occurs, attempts shall be made to establish an agreed upon method to recover the benefits and/or compensation, which shall be commemorated in writing. In all cases, the employee shall be accorded at least the same amount of time to complete repayment to the District as the time period during which the error occurred (ie, if the employee was overpaid for three pay periods, the employee shall have three pay periods in which to complete repayment). If agreement cannot be reached, the District shall proceed with all necessary action to recover the incorrectly provided benefits and/or compensation.

Any payroll error resulting in incorrect payment for regular wages, including ongoing supplemental pay, shall, at the employee's discretion, be corrected no later than five workdays following notification to the District or shall be adjusted on the following paycheck.

**Overtime**

Non-FLSA exempt employees are eligible for overtime.

Overtime shall be defined as all hours worked in excess of forty hours per week. Except in the event of an emergency, all overtime hours worked must be authorized in advance.

**Compensatory Time**

As of 11/14/2022, compensatory time shall no longer be authorized as a compensation method for overtime worked. Any remaining employee compensatory time balances shall be paid out to employees at their current salary rate. Any future authorized overtime worked by non-FLSA exempt employees shall be paid as part of compensation for the pay period when it is earned.

**Jury Duty**

A regular employee summoned for attendance to any court for jury duty shall be deemed to be on duty during the hours so occupied and shall be entitled to regular pay. A regular employee who appears in court as a witness in a private matter shall not be entitled to receive their regular pay during such absence but may use accrued vacation or floating holidays for such purpose.

**Bilingual Pay**

Employees with documented bilingual skills, and where use of such skills for work-related purposes is included in their job descriptions or work plans shall be eligible for a bilingual pay supplement. Such pay supplement shall be applied to their hourly compensation rate for all of their regular work hours. The supplement shall not be applied to overtime hours or paid leave. The compensation shall be set at \$0.57 per hour as of the effective date of this personnel policy, and that supplement shall be increased by the same amount and at the same effective date as any general salary cost of living adjustment that is applied by the Board to salaries pursuant to this Chapter, rounded to the nearest penny per hour

## **CHAPTER 9. BENEFITS**

### **Eligibility**

Full-time employees and part-time employees with a fixed schedule of forty or more hours per pay period in regular and limited term positions are eligible to enroll in the health benefits program.

### **Health Insurance**

The District shall make available to eligible District employees a selection of health insurance plan choices. Typically the choices will include HMO's (health maintenance organizations) and PPO's (preferred provider organizations) that are widely accepted by medical providers in the area. Coverage will be available for employees and eligible family members (family members are defined by the terms of the health insurance provider contract). Employees will enroll in the program within the designated periods for new employees, during the annual open enrollment period and when qualifying events occur outside of the open enrollment period.

The District will contribute toward the cost of the health, dental and vision plans as follows:

Non-management Positions, the District shall pay up to a maximum of 90% for the health insurance premium of the lowest-cost HMO through Cal-PERS Health Benefits program consistent with the District policy for allowable cost plans.

For Management Positions, the District shall pay up to a maximum of 90% for the health insurance premium that the employee selects through Cal-PERS Health Benefits program consistent with the District policy for allowable cost plans.

Monthly contributions toward health benefits will be made by the District and employee in two bi-weekly payroll periods. Two payroll periods ending in one month will be used to pay the premium for coverage in the following month. When a third payroll period ends in one month, no contributions will be made toward health benefits premiums and the Medical Benefit Package is not payable to the employee.

Regular part-time employees shall receive a pro-rated District contribution toward the cost of a health benefits plan.

### **Dental Insurance**

The District shall pay 90% of the premium for the District's dental care program to full-time employees and part-time employees with a fixed schedule of forty or more hours per pay period hired into regular and limited term positions. Participation is mandatory for employees and will be available for eligible dependents at no additional cost.

### **Vision Insurance**

The District shall pay 90% of the premium for the District's vision insurance program to full-time employees and part-time employees with a fixed schedule of forty or more hours per pay period hired into regular and limited term positions. Participation is mandatory for employees and will be available for eligible dependents at no additional cost.

### **Retiree Health Insurance**

The District shall pay the same share for the health insurance premium of CalPERS vested retirees who retire from the District within 120 days of separation and meet other CalPERS retiree health eligibility requirements, consistent with the amount paid to current YCTD employees.

### **CalPERS Retirement**

The District contracts with the California Public Employees' Retirement System (CalPERS) to provide a defined benefit retirement plan to eligible District employees. Membership eligibility, management of the retirement program, and the issuance of pension benefits are all defined in California law governing

CalPERS. With the implementation of the Public Employees' Pension Reform Act (PEPRA) on January 1, 2013, eligible employees are categorized as "classic" members or "new" member of CalPERS. "Classic" members are employees who were in active CalPERS service prior to January 1, 2013, or were members of a qualifying reciprocal retirement systems. "New" members are employees who first entered government service after January 1, 2013, or had at least a six-month break in service since their last employment with a CalPERS or reciprocal retirement system employer.

District employees who are "Classic" members of CalPERS are eligible for the following CalPERS benefits:

1. The miscellaneous retirement formula is 2.5% @ 55.
2. Employees are eligible to purchase CalPERS service credit for prior military, Peace Corps and AmeriCorps service.
3. The retirement calculation is based on the monthly average of the highest 12 consecutive months of compensation.
4. 50% of unused sick leave may be converted to CalPERS service credit.
5. The Pre-Retirement Option 2W Death Benefit is available to the surviving spouse of a retirement- eligible employee.

District employees who are "New" members of CalPERS are eligible for the following CalPERS benefits:

1. The miscellaneous retirement formula is 2% @ 62.
2. Employees are eligible to purchase CalPERS service credit for prior military, Peace Corps, and AmeriCorps service.
3. The retirement calculation is based on the monthly average of the highest thirty-six consecutive months of compensation.
4. 50% of unused sick leave may be converted to CalPERS service credit.
5. The Pre-Retirement Option 2W Death Benefit is available to the surviving spouse of a retirement- eligible employee.

#### **Payment of CalPERS Member Contributions**

For "classic" members, the normal contribution for miscellaneous CalPERS members is 8% of reportable earnings. For "new" members, the normal contribution for miscellaneous CalPERS members is 6.75%.

All normal contributions paid by the employee shall be made on a pre-tax basis as provided for under IRS Code Section 414(h).

#### **Social Security**

The District does not participate in Social Security for regular employees. The District participates in Social Security for temporary Extra Help employees who are not members of CalPERS.

#### **Medicare**

The District participates in the Federal Medicare program. Employees contribute 1.45% of wages subject to Medicare reporting. The District pays a matching contribution.

#### **Voluntary Pre-tax Deferred Compensation and Flexible Spending Account Programs**

The District provides options for employees to voluntarily participate in a pre-tax deferred compensation program under Section 457 of the IRS Code. The District may offer voluntary participation in pre-tax medical care and dependent care flexible spending accounts under the terms provided by the IRS Code.

#### **Additional Employee Benefits**

**The District may offer access to an Employee Assistance Program and employer-provided group life insurance of up to \$50,000, provided that the District is not projected to exceed its Board-approved labor budget**



# CHAPTER 10. EMPLOYEE TRAINING AND DEVELOPMENT

## General

The District is committed to promoting continuous learning throughout the organization. By providing employees with training to achieve proficiency in their current position, by encouraging employees to attain higher levels of skill and competency to prepare them for advancement, and by offering opportunities for employees to feel challenged and stimulated in their job, the District ensures the vitality of the organization. Employee training and development programs shall be designed to foster and sustain an ethical, diverse, safe, and high-performing workplace and to engage employees in the vision and mission of the District. The District is committed to providing training and development opportunities that ensure that all employees have an equal opportunity to participate.

## Policy

It shall be the policy of the District to provide ongoing training opportunities and to facilitate access to educational resources for the professional development of its employees. In addition, the District shall ensure that such training as is mandated by law or statute (e.g. HIPAA, Brown Act, sexual harassment, and profession-specific safety training) is accomplished in compliance with the applicable mandate.

## Exclusion

District employees who are required by virtue of their function or class to obtain and retain professional licenses that require continuing education units for renewal purposes must independently fulfill the requirements of their licensing boards. The District shall confirm that the required license is current and shall maintain a record, including the name of the employee, the name of the license, and the validity dates of the license, of all such licensure.

## Definitions

Training shall mean those activities designed to meet a specific need for a task to be learned or performed proficiently.

Development shall mean those activities designed to broaden an employee's knowledge and competencies in order to enhance their opportunities for career advancement.

## Responsibilities

Employees are responsible for:

1. Talking with their supervisors about options for meeting training and development interests and needs;
2. Timely attendance and full participation in all assigned training and development activities;
3. Completing the training or development assignment and providing feedback to their supervisor as to its usefulness; and
4. Seeking out and requesting to participate in training and development opportunities. Supervisors and managers are responsible for;
5. Determining training needs for the entire work unit and identifying how those needs are to be met;
6. Ensuring that training and development opportunities are made available to all staff;
7. Informing employees of training opportunities as they occur; and
8. Providing guidance to individual employees on professional growth and encouraging training and development that benefit the individual and the District.

## Participation in Training and Development Opportunities

Employees may request to participate in training and development opportunities. Employees are encouraged to take reasonable opportunities to attend requested training where that training adds value to the employee's current or prospective job duties, or where time away from job duties is feasible and funds, if applicable, are available.

## Tuition Assistance

The District may be able to provide financial assistance for training and/or educational courses designed to enhance an employee's job performance. Requests for Tuition Assistance and course approval must be done prior to enrolling in the selected course(s). Final approval for qualified course(s) and related fees is granted by the Executive Director.

**Eligibility**

Participants must be actively employed at the time of application and still be employed by the District when they submit the necessary documents for reimbursement. Requests for Tuition Assistance and course approval must be made prior to enrolling in the selected course(s). Final approval for qualified course(s) and related fees is granted by the Executive Director.

**Approved Coursework**

A course will be considered for approval if it is taken at an accredited school or through a professional certification program, earns college credits and/or satisfies professional certification requirements. The course must maintain, improve, or broaden the skills required for the employee's current job or must help to qualify the employee for a new position within the District. A course that is not primarily designed to enhance job performance will not be approved for Tuition Assistance unless it is required to satisfy a breadth or general education requirement as part of a degree or certification program. An exception may be made where the employee is able to demonstrate that the course will improve their ability to perform at a higher level in their current assignment or enhances their ability to promote within the District..

# **CHAPTER 11. HOLIDAYS, VACATION, MANAGEMENT ADMINISTRATIVE LEAVE AND PERSONAL TIME OFF**

## **Recognized District Holidays**

Unless otherwise provided by the Board of Directors, resolution, policy, minute order, or other action, full-time and part-time employees in regular and limited term positions shall receive the following holidays:

July 4, Independence Day;  
Labor Day;  
Veterans Day (November 11);  
Thanksgiving Day;  
Day after Thanksgiving;  
Christmas Day;  
New Year's Day;  
Martin Luther King, Jr. Day  
President's Day (third Monday in February);  
Cesar Chavez Day;  
Memorial Day;  
Juneteenth; and

All other days appointed by the President of the United States or Governor of the State for a public fast, thanksgiving, or holiday and approved by the Board of Directors.

When a holiday falls on a Saturday or Sunday, the Friday preceding a Saturday holiday, or the Monday following a Sunday holiday, shall be deemed to be a holiday in lieu of the day observed.

The normal holiday time off for a full-time employee is eight hours. Holiday time off for part-time employees shall be a pro-rated number of hours based on the part-time employee's regular hours as compared to a forty hour work week.

## **Holiday Eligibility**

Employees must be in a paid status the normal workday before and after the recognized District holiday to be eligible to receive holiday pay.

## **Employees Required to Work on Holidays**

An employee who is otherwise entitled to receive overtime and is required to work on any holiday shall be paid for time worked at one and one-half times the hourly rate in accordance with the Fair Labor Standards Act (FLSA).

## **Holidays on Regularly Scheduled Day Off**

When an employee's regularly scheduled day off falls on a District observed holiday, the employee shall be entitled to eight hours equivalent time off. Equivalent time off shall be accrued as Accumulated Time Off to be taken later with prior approval. A part-time employee shall be entitled to a pro-rated number of hours based on the part-time employee's regular hours compared to a forty hour workweek. Exempt employees shall not be eligible for Accumulated Time Off.

## **Holidays and Alternative Work Schedules**

Full-time employees on an alternative workweek schedule shall be entitled to eight holiday hours for each of the recognized District holidays. If the scheduled work hours exceed eight hours, the employee shall use accrued and available leave balances for the additional time off.

## **Floating Holidays**

Full-time employees shall be credited with twenty-eight hours of floating holiday time on July 1 of each year. Part-time employees shall be entitled to a pro-rated number of floating holiday hours based on the

part-time employee's regular hours compared to a forty hour workweek. Employees hired after July 1 of the fiscal year shall be credited with floating holiday time prorated for each pay period remaining in the fiscal year after the date of employment. Floating holidays shall be taken within the fiscal year and shall not be carried over to the next fiscal year.

Upon termination, any unused floating holidays shall be paid at a straight time rate in proportion to the number of pay periods employed during the fiscal year.

**Vacation Eligibility**

All full-time and part-time employees shall be entitled to paid vacation. Requests to use accrued vacation hours must be submitted in advance and be pre-approved. Absences without pay equaling forty hours within the first thirteen pay periods shall cause the employee's eligibility date for vacation time to be postponed one whole pay period. When the cumulative leave of absence hours exceed forty, the number of pay periods to postpone the vacation eligibility shall be determined by dividing the total number of unpaid leave of absence hours by eighty hours and rounding to the nearest whole number of pay periods.

**Vacation Accrual**

Vacation time accrual shall be based on regular hours paid. All hours worked in excess of forty hours in a week shall be excluded for vacation accrual purposes. Regular part-time employees shall accrue a prorated amount of vacation time based on the part-time employee's regular hours compared to a forty hour workweek.

**Maximum Vacation Accrual**

Each employee shall accrue vacation time according to one of the following schedules based on their date of employment with the District:

	Hours Earned per Pay Period	Maximum Hours Earned per Year
Initial hire date:	3.08	80
After 3 years (78 pay periods)	4.62	120
After 11 years (286 pay periods)	4.93	128
After 12 years (312 pay periods)	5.24	136
After 13 years (338 pay periods)	5.54	144
After 14 years (364 pay periods)	5.85	152
After 15 years (390 pay periods)	6.15	160
After 16 years (416 pay periods)	6.47	168
After 17 years (442 pay periods)	6.77	176
After 18 years (468 pay periods)	7.08	184

Vacation time shall be credited as of the end of each biweekly pay period. All employees shall be permitted to accumulate vacation time up to a maximum of three hundred and twenty (320) hours.

**Vacation Payoff at Separation of Employment**

Employees shall be entitled to a lump sum payment for any unused or accrued vacation time upon separation of employment.

**Administrative Leave Accrual**

Management Positions shall be credited with forty hours of Administrative Leave on July 1 of each year. Eligible part-time employees Management Positions shall accrue a pro-rated amount of administrative leave based on the part-time employee's regular hours compared to a forty hour workweek. For eligible employees hired or newly eligible for administrative leave after July 1, administrative leave shall be prorated, based on the date the employee became eligible and the number of pay periods remaining in the fiscal year.

**Use of Administrative Leave and Balance Carry Over**

The use of administrative leave is subject to approval. . Administrative leave shall not accrue from one fiscal year to the next except for a limited number of carryover hours. On July 1 of each year, employees shall be allowed to carry over up to twenty hours of administrative leave from the previous fiscal year.

**Administrative Leave upon Separation**

In the event an employee separates employment, the employee will not be required to pay back any portion of administrative leave previously taken. The District will not pay off remaining administrative leave upon separation except in the case of retirement. In the case of retirement, employees will be paid the full amount of unused administrative leave remaining as of the employee's retirement effective date.

**Use of Leave Balances upon Retirement or Resignation**

When an employee submits a notice of retirement from District employment, the employee may request to remain on payroll using accrued but unused available leave balances. In no event shall the District approve the use of leave balances beyond the month in which the employee's last day of work occurs.

Under no circumstances may an employee who resigns for any reason other than retirement be allowed to use leave balances to extend their separation date.

## **CHAPTER 12. SICK LEAVE**

### **Accrual**

Regular full-time employees, including those appointed to a limited term position, shall accrue .0462 hours of sick leave, to a maximum of ninety-six hours per year, for each regular hour paid.

Regular part-time employees, including those appointed to a limited term position, and extra help employees shall accrue sick leave in direct proportion to the relationship the part-time service bears to full-time service.

Sick leave shall be credited as an accrual at the end of each bi-weekly pay period.

### **Absence without Pay**

An employee who is absent without pay during a pay period shall accrue sick leave in direct proportion to the number of hours he/she was in paid status during that same pay period.

### **Carry Over**

All unused sick leave may be carried forward into subsequent years and may be accumulated without limit.

### **Authorized Uses**

Sick leave shall be requested and granted only in cases of actual illness of or injury to the employee or the employee's immediate family member. Sick leave shall not be requested or granted to replace, supplement, or otherwise extend other types of leaves unless specifically authorized for that leave.

Sick leave may be authorized for the following:

1. An absence necessitated by the employee's personal illness or injury.
2. An absence necessitated by the illness or injury of an immediate family member.
3. Medical or dental appointments provided the employee requests the sick leave at least three days in advance except in cases of emergency. Employees are encouraged to schedule appointments at such times as will cause the least disruption to the delivery of District services.
4. An absence due to exposure to a contagious disease where quarantine has been imposed by health authorities or when it has been determined by a medical practitioner that the presence of the employee on duty would endanger the health of others.
5. Bereavement leave.
6. Extenuating circumstances as determined and approved by the Executive Director.

### **Immediate Family Member**

For the purposes of this Chapter, immediate family member shall mean:

1. Spouse or domestic partner;
2. Child, stepchild, or foster child;
3. Parents, step-parents, mother-in-law, father-in-law, siblings, brother-in-law, sister-in-law, grandparents, and grandchildren who may not live in the household; and
4. Persons who are living as a member of and in the household.

### **Sick Leave Not Authorized**

Sick leave shall not be authorized in the following circumstances:

1. Illness or injury arising from the employee's willful misconduct.
2. Illness or injury occurring or sustained while the employee is on leave of absence without pay.
3. Illness or injury due to intemperance or substance abuse unless the employee is participating in licensed rehabilitation program for which documentation of participation has been provided in advance.

### **Sick Leave Approval**

Upon the employee's return to work after an absence qualifying for sick leave, the employee must submit the required absence request and have it approved by the Executive Director or a designee.

**Requirement for Additional Sick Leave Substantiation**

The District, recognizing a potential for abuse of sick leave, may employ reasonable means to determine the validity of any sick leave use, including requesting a qualified practitioner's certificate for sick leave absences. Such means shall not be used to discourage the appropriate use of sick leave.

**Illness or Injury while on Vacation Leave**

If an employee, while on vacation, becomes ill or sustains an injury that would have qualified the employee for sick leave if that employee had been on duty, the employee may make a request to convert the appropriate portion of vacation leave to sick leave. The employee must notify the District prior to their scheduled return to work, if circumstances allow it, in order to request that their vacation time be converted to sick leave and shall provide evidence in the form of a qualified practitioner's certificate.

**Work Back**

At the discretion of the Executive Director, an employee may be allowed to work back a sick leave absence of four hours or less within the same work week so long as such hours do not result in overtime.

**Sick Leave Upon Separation**

Upon retirement or death, an employee's accumulated sick leave shall be credited toward retirement in accordance with the District's contract with CalPERS, to the extent allowed by such agreement

**Advance Sick Leave**

Employees with insufficient sick leave balances to accommodate sick leave requests may request use up to sixteen hours of advance sick leave, to be offset with future sick leave balance accruals. Such requests require approval of the Executive Director or their designee.

## **CHAPTER 13. OTHER LEAVES and LEAVES OF ABSENCE**

### **Leaves**

When employees must be away from work for reasons other than workplace injury or illness, there may be programs available to assist with wage replacement, continuation of benefits and/or job protection. Such leaves may be paid or unpaid according to the provisions of the particular program.

### **Family and Medical Leave Act (FMLA) and California Family Rights Act (CFRA)**

It is the policy of the District to provide time off for family care and medical leave to eligible employees in accordance with the federal Family and Medical Leave Act of 1993 (FMLA), as amended, and the California Family Rights Act of 1993 (CFRA), as amended. Eligible employees may take off up to twelve weeks of job-protected unpaid leave in a twelve month period for specified family and medical reasons.

Eligible employees may take time off for the following reason:

1. The birth of a child, and in order to care for that child;
2. The placement of a child with the employee for adoption or foster care;
3. Care of a spouse, domestic partner, child, or parent who has a "serious health condition"; or
4. The employee's own "serious health condition" which makes him or her unable to perform the functions of the job.

Disabilities due to pregnancy or pregnancy-related conditions are covered under the FMLA, but not the CFRA. In California, pregnancy and pregnancy-related disabilities are covered under the Pregnancy Disability Leave Act (PDL).

To be eligible for leave under FMLA/CFRA, an employee must have at least one year of service with the District and have worked at least 1,250 hours in the previous twelve months. When an employee is granted leave under FMLA/CFRA, the District will continue its contribution to the health, dental and vision insurance premiums if the employee continues to pay their share of the premium. Upon return from leave, the employee will be returned to the original job assignment or to another assignment with equivalent pay, benefits and other terms and conditions of employment.

An employee taking leave under FMLA/CFRA may use accrued leave balances during the leave or may choose to take leave without pay. An employee shall be required to exhaust all sick leave prior to being authorized to take leave without pay, except that an employee may elect to retain a sick leave balance of eighty hours for future use. An employee is not required to exhaust sick leave when the time off work is for purposes of child bonding or to care for the serious health condition of a qualifying family member.

Under FMLA, eligible employees whose spouse, child or parent is on covered active duty or called to covered active-duty status may use their 12-week leave entitlement to address certain qualifying exigencies, such as attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings. FMLA also includes a special leave entitlement that permits eligible employees to take up to twenty-six weeks of leave to care for a covered service-member during a single 12-month period. A covered service member is (1) a current member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness, or (2) a veteran who was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave to care for the covered veteran, and who is undergoing medical treatment, recuperation, or therapy for a serious injury or illness.

### **Pregnancy Disability Leave**

In accordance with California State law, an employee disabled by pregnancy is entitled to up to four months of Pregnancy Disability Leave (PDL). PDL may be taken before or after birth during any period of time the employee is physically unable to work because of pregnancy or a pregnancy-related condition. All



leave taken in connection with a specific pregnancy counts toward computing the four month period. Employees are entitled to take PDL in addition to any leave entitlement they might have under FMLA/CFRA.

### **New Parent Leave**

Employees may be entitled to time off with a child in accordance with the Family and Medical Leave Act (FMLA) and the California Family Rights Act (CFRA). An employee shall be permitted up to five shifts of sick leave for the purpose of caring for a spouse or domestic partner who is about to give birth or has given birth if such leave is within three days of birth. Additional paid time off may be requested in accordance with the rules for using other accrued leaves.

New parents may apply for wage replacement benefits available through the Paid Family Leave (PFL) program or District Disability Insurance (CDI), depending on eligibility.

### **Bereavement Leave**

Bereavement leave because of the death of a member of the employee's family (spouse/domestic partner, child, father, mother, stepfather, stepmother, brother, sister, stepchild, guardian or ward, grandmother grandfather, grandson, granddaughter) shall be granted by the Executive Director for a maximum of ten days per incident. Three days of bereavement leave shall be District paid and an additional seven days shall be charged to available accrued but unused leave balances.

Up to five days per event shall be allowed for the death of the employee's son-in-law, daughter-in-law, mother-in-law, father-in-law, brother-in-law, sister-in-law, aunt, uncle, or cousin which shall be charged to available accrued but unused leave balances.

Bereavement leave in the case of other persons shall be granted only upon the approval of the Executive Director and shall be charged to the employee's available accrued but unused leave balances.

The Executive Director may authorize additional leave not to exceed a total of five days based on extenuating circumstances.

### **State Disability Insurance (SDI)**

The SDI program provides benefits to eligible employees suffering a full or partial loss of wages due to disabilities that are not work-related. The California Unemployment Insurance Code states that a disability is any illness or injury, either physical or mental, which prevents an employee from performing regular or customary work. Disability may also include elective surgery and disabilities related to pregnancy or childbirth.

Employees contribute to the SDI program as a percentage of earnings deducted from the bi-weekly paycheck.

When an employee files a claim for SDI benefits and receives a wage payment from the program, the employee may elect to use accrued leave balances to supplement the SDI benefits in order to receive the customary base pay earnings. An employee earning their usual salary when SDI benefits and leave usage are combined shall continue to accrue all benefits of employment including health insurance and leave accruals. CalPERS retirement contributions will be reduced by the amount of the SDI payments.

### **Paid Family Leave (PFL)**

The Paid Family Leave (PFL) program provides benefits to eligible employees suffering a full or partial loss of wages due to the need to care for a seriously ill family member or to bond with a new child.

Employees participating in the State Disability Insurance program (SDI) are also eligible to receive PFL benefits.

### **Military Leave**

The District shall comply with the California Military and Veterans Code and the Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA). USERRA is a federal law intended to ensure that employees who serve or have served in the Armed Forces, Reserves, National Guard, or other "Uniformed Services":

1. are not disadvantaged in their civilian careers because of their service;
2. are promptly reemployed in their civilian jobs upon their return from duty; and
3. are not discriminated against in employment based on past, present, or future military service.

The District shall grant Military Leave in accordance with the California Military and Veterans Code.

**Temporary Military Leave:** An employee with at least one year of service who is on temporary military leave of absence for military duty ordered for purposes of active military training, inactive duty training, encampment, naval cruises, special exercises, or like activity is entitled to receive their usual base salary for up to thirty calendar days in any one fiscal year. The one year of service may be determined by combining District service and service in the recognized military service.

**Military Leave:** An employee with at least one year of service who is on military leave of absence for active duty purposes is entitled to receive their usual base salary for up to thirty calendar days in any one fiscal year, except that a National Guard member on active duty is entitled to receive their salary for the first 30-days regardless of their length of service with the District.

In addition to thirty calendar days of pay in a fiscal year, employees may be eligible to receive supplemental pay for ninety calendar days. An employee with at least one year of continuous District service or one year of combined District service and active military service who are called to Federal active duty, for other than training purposes, in order to respond to an international conflict, humanitarian aid, or peacekeeping need, shall be eligible to receive supplemental pay which equals the difference between the employee's base military salary and their gross pay earned by the District at the time he/she is called to duty. Employees requesting supplemental pay under this section are required to submit a copy to Human Resources of their military pay stub which shows the amount of base military salary.

### **Paid Administrative Leave**

From time to time it may be necessary to protect the employee, co-workers, the workplace, or others for an employee to be placed upon paid administratively directed leave. Such action shall be authorized by the Executive Director.

### **Causes for Administratively Directed Leave**

Administratively directed leave may be granted only for substantial cause, which shall include the following:

1. Initiation of a workplace investigation where having the employee at the workplace risks compromising the objectivity of the investigation.
2. Any circumstance where having the employee in the workplace reasonably can be believed to expose the employee or others to workplace violence.
3. Any circumstance where the employee is displaying uncontrolled or unsafe behavior either due to emotional distress, apparent mental agitation, or other episodic causation.
4. Imposition of proposed discipline where having the employee at the workplace would create undue pressure on the employee and on co-workers during the resolution of the disciplinary process.
5. A situation identified by the Executive Director as best able to be diffused through the imposition of administrative leave.

During administratively directed leave the employee shall be placed upon requirements that ensure that he/she is accountable to the District and prepared to return to work upon demand throughout the employee's normally scheduled work day.

Administratively directed leave should be used judiciously and should be of shortest practicable duration.

### **Notification**

Except in cases of emergency, the employee shall be notified of their placement on administratively directed leave in writing with the start date of the leave and the reporting requirements during the leave.

### **Leave of Absence Without Pay**

Any regular employee may request and may be granted a leave of absence without pay upon the approval of the Executive Director.

Requests for leave of absence without pay must be made in writing, signed by the employee, to the Executive Director in advance of the intended leave and must include the following information:

1. The specific reason for the leave of absence and such details as support the reason for the employee's extended absence, which would include the statement of the attending medical practitioner if for medical causation or proof of enrollment for educational leave or specific narrative of the personal hardship;
2. The date the leave is requested to begin;
3. The date the leave is planned to end;
4. The employee's current address and a telephone number where he/she may be reached; and
5. An affirmation of understanding by the employee that all benefits provided by or paid for by the District are suspended during the period of leave of absence without pay.

The Executive Director shall review the request and indicate their approval or disapproval. The decision of the Executive Director shall be final and not subject to appeal. The District shall notify the employee of the approval, modification or denial of the requested leave of absence without pay.

A leave of absence without pay may not exceed one year.

Any request for adjustment to the time granted for the leave of absence without pay, whether to extend or shorten the time requested, must follow the same procedures as required in the initial request.

## **CHAPTER 14. OCCUPATIONAL HEALTH**

### **Workers' Compensation**

Workers' Compensation benefits extend to any District employee who has been injured on the job or becomes ill because of the job. Workers' Compensation benefits also extend to Extra Help employees and volunteers who are performing work for and under the direct supervision of the District.

### **Use of Accrued Leave**

An employee who is required to be absent from work because of an injury or illness arising in the course of employment with the District shall be entitled to use sick leave or any other accrued paid leave during the waiting period while the Workers' Compensation claim is being processed for approval. Upon approval of the claim, any sick leave or other accrued paid leave that was charged against the employee during this waiting period will be returned to the employee's leave balance. Time credited will only extend to paid time that was taken because of the Workers' Compensation injury or illness.

### **Continuation of Benefits**

An employee who is placed on an unpaid status while on an approved Workers' Compensation leave will continue to remain eligible for District health benefits provided that the employee continues to pay the employee's portion of the health benefit premium.

An employee who is injured on the job or becomes ill because of the job, is receiving Workers' Compensation, and is on a paid status with the District shall continue to accrue vacation time, sick leave, administrative leave, and holiday time. This provision applies only to employees who are on a paid status and receiving compensation from the District while on Workers' Compensation. Employees in an unpaid status shall not accrue leaves.

### **Integration of Benefits**

An injured or ill employee may elect to apply accrued leave balances to time taken off work following an industrial injury or illness in a proportionate amount which, when added to Workers' Compensation temporary disability benefits, provides total compensation equal to the employee's base pay. An employee who has exhausted Workers' Compensation benefits, may request a leave of absence without pay in accordance with these rules.

### **Notification**

An employee who is injured on the job or becomes ill because of the job is required to notify their supervisor within twenty-four hours from the time of injury or illness. For any injury considered more serious than requiring simple first aid, the District must provide the employee with a copy of the State of California Workers' Compensation Claim Form (DWC-1) within twenty-four hours of notice of the accident or illness, and submit the completed State of California Employer's Report of Occupational Injury or Illness (form 5020). Such forms shall be made available on the District's internal website.

### **Ongoing Medical Care**

An employee must be deemed disabled to be eligible to receive payments and benefits, to include disability leave. An employee, who is able to perform their regular, modified, alternate, or otherwise customary work, is not deemed disabled. Disability will be substantiated by written order from a qualified practitioner.

An employee who requires ongoing medical care, through scheduled appointments to monitor their wellness and/or a periodic program of rehabilitative care, as a result of an occupational injury or illness approved by Workers' Compensation shall be required to notify the District of their intended absence in advance of such scheduled appointments. The employee shall be required to provide proof of having attended such appointments upon their first return to work after such absence in order to receive compensation under the Workers' Compensation claim.

### **Injury and Illness Prevention Program (IIPP)**

California employers are required by the Labor Code to provide a safe and healthful workplace for their employees. Additionally, Title 8, Section 3203 of the California Code of Regulations and Cal/OSHA safety orders require California employers to have an effective Injury and Illness Prevention Program (IIPP). The IIPP must be a written plan that includes the following elements:

1. Management commitments/assignments of responsibilities;
2. Safety communications systems with employees;
3. Systems of assuring employee compliance with safe work practices;
4. Scheduled safety inspections and worksite evaluation systems;
5. Accident investigation procedures;
6. Procedures for correcting unsafe and/or unhealthy conditions;
7. Health and safety training and instruction; and
8. Cal/OSHA and OSHA recordkeeping and documentation of workplace accidents, injuries, and illnesses.
9. The District shall maintain a comprehensive IIPP designed to minimize the frequency and severity of employee accidents and comply with the safety laws and regulations required of California employers. Within that plan are provisions that apply to specific positions and/or classes as a condition of continued employment with the District. Each District employee shall acknowledge receipt of and responsibility for understanding and complying with the contents of the IIPP as a requirement of their employment.

Department of Transportation (DOT) regulations also require periodic physical examination of employees who drive commercial vehicles which requires possession of a Class A or Class B driver's license.

#### **Fitness for Duty**

Upon demonstration of emotional instability or physical inability that causes the District to have a reasonable belief that an employee may be temporarily or permanently unable to perform the essential functions of their job, the District may require a medical, physical, and/or mental examination to determine an employee's fitness for duty. Such examinations shall be performed by a qualified practitioner designated by the District. The District shall bear all costs associated with the fitness for duty examination(s).

Fitness for duty examinations must be authorized by the Executive Director and require sufficient evidence of the employee's diminished capacity or aberrant behavior to warrant an assessment of their ability to continue in their current position. The District shall schedule the examination(s) and notify the employee in writing of the date, time, place and purpose of the examination(s) and provide the employee with the name of the practitioner who will be conducting the examination. The employee shall be required to sign a form provided by the District authorizing the doctor, psychologist or psychiatrist to receive the information necessary to conduct a thorough review of the employee's medical history as it pertains to the satisfactory discharge of their job duties.

The results of the fitness for duty examination will be provided to the Executive Director and a determination made as to whether the employee is fit to do the work required of him/her. In instances where an employee is determined to have a disability, the District will engage the employee in the interactive process and consider potential appropriate reasonable accommodation(s) as required by the American with Disabilities Act and the California Fair Employment and Housing Act.

When an employee's fitness for duty examination is pending and their department is unable to accommodate, the employee shall be placed on paid administrative leave.

Where there is reason to believe the employee could fulfill the requirements of another District position with or without a reasonable accommodation, and without risk of harm to him/herself or others, the District shall make a good faith effort to place the employee in such position assuming there is a vacancy to be filled. If no alternate position exists, the employee shall be separated from District employment.

#### **Drug and Alcohol Testing Policy and Procedure**

The District shall maintain an alcohol and drug free workplace and shall provide specific direction for the testing of employees for possible impairment in their ability to safely perform their duties.

The District shall maintain a Department of Transportation (DOT) Drug & Alcohol Policy and Testing Procedure for positions that fall under the category of safety sensitive as defined by the Federal Highway Administration regulations. District positions that require an employee to possess a commercial driver's license for the operation of vehicles are covered in this Policy. The Federal Department of Transportation Drug and Alcohol Testing Policy establishes the testing procedures for pre-placement, random, post-accident, reasonable suspicion, return to work and follow-up drug and alcohol testing for safety sensitive positions.

# **CHAPTER 15. RETURN TO WORK INJURY MANAGEMENT PROGRAM**

## **Policy**

The District provides employees who are temporarily off work, due to an industrial or non-industrial injury or illness, the opportunity to return to work and perform tasks that have been approved by the treating qualified practitioner until they are able to return to their regular job. Every reasonable effort will be made to provide temporary modified duty to employees who are unable to perform the full range of their job duties.

The District also provides reasonable accommodation to employees who become permanently disabled (whether or not the injury or illness was caused by the job).

## **Temporary Modified Duty Assignments (“Light Duty”)**

To assist in the rehabilitation process following an injury or illness, the District offers employees temporary modified duty assignments based on the employee’s work capabilities as determined by the employee’s treating qualified practitioner. These temporary assignments provide work within medically prescribed restrictions. These assignments are made when a medical prognosis indicates that the employee is expected to return to full duty but has temporary medical restrictions that preclude full performance of the employee’s regular job duties. Employees continue to receive their regular salary and benefits while assigned to a temporary modified duty assignment, which shall be prorated if the modified duty assignment is less than full-time.

## **Management of Temporary Modified Duty Assignments**

Temporary modified duty assignments will be based entirely on the restrictions or limitations given by the employee’s treating qualified practitioner. The duration of temporary modified duty is generally ninety to 180 days with a medical statement from a qualified practitioner indicating the employee will be able to return to regular duties (with or without reasonable accommodation) within that timeframe. The qualified practitioner’s report will determine the length of the assignment.

## **Required Medical Release**

Before being placed in a temporary modified duty assignment, an employee must provide the Executive Director or their designee with a medical statement from the treating qualified practitioner. The medical statement should identify the restrictions that need temporary modified duty and note if any of the restrictions are expected to be temporary or permanent in nature. Temporary restrictions should have an expected end date, and follow-up medical statements from the treating qualified practitioner will be required to continue restrictions past that date.

## **Permanent Modified Job Accommodations within Existing Position**

When a qualified practitioner has made a medical determination that certifies that a disability is permanent and the employee is unable to perform some, or all, of the job duties of the position, the District will consider if the employee can be returned to work with or without a modification to the tasks of the existing position.

Consultations between the employee and the District will seek to identify possible and/or special equipment that would enable the employee to remain in their existing position. An employee will not be eligible for a permanent modified job if the employee is medically precluded from performing the essential functions of the position with reasonable accommodation.

## **Permanent Alternate Job Placement requiring Change in Classification**

When a qualified practitioner has indicated that a disability is permanent and a determination has been made by the District that the employee’s existing job cannot be modified, and other forms of reasonable accommodation cannot be provided that would enable the disabled employee to perform the essential functions of the job, the District will consider an alternate job placement to another position. Any

available position with a comparable or lower salary scale, for which the employee is qualified and able to perform, may be offered to the employee. An employee placed in a position with the same or lower salary scale will be paid the salary scale listed for that position. An employee may also voluntarily demote to a position for which the employee is qualified and meets the employee's disability restrictions.

### **Disability Retirement**

Where, after thorough consideration and working with the employee, no job accommodation can be made due to the extent of the employee's permanent disability, the District shall apply on behalf of the employee for disability retirement in accordance with the provisions of the District's contract with CalPERS.

### **Exhaustion of Available Leaves**

At the conclusion of all available leaves of absence, paid or unpaid, if the employee is not medically able to assume the duties of their position and if the employee is not placed in another position as a reasonable accommodation of their permanent disability, the employee shall be separated from District employment and placed on a reemployment list for a period of six months. During the six month period, when available and if medically released to assume their duties, the former employee shall be reemployed in a vacant position of their previous assignment. In the event the former employee was in a single position class, he/she shall be reemployed in a class which is similar in scope and responsibility and for which he/she meets the minimum qualifications. The former employee shall have priority over all other available candidates except for those on a reemployment list established because of layoff, in which case the employee shall be listed in accordance with appropriate seniority following layoff procedures. At the conclusion of the six month period, if the former employee is not reemployed with the District, the former employee shall lose their status on the reemployment list.

### **Employee and District Responsibilities**

Employees who are placed in modified duty assignments and the District share responsibility to comply with an disabled employee's medical work restrictions. Once work restrictions are identified by a treating qualified practitioner, the employee and the District shall discuss a temporary modified duty arrangement.

Temporary modified duty assignments require the employee and District to understand the following responsibilities:

The District is responsible for ensuring the employee is not given assignments that exceed the medical work restrictions. If any assignments are questionable, the District should discuss them with the employee before the tasks are performed, and a follow-up medical statement may be requested from the treating qualified practitioner to ensure the injury will not be aggravated.

An employee is not to exceed the work restrictions indicated by the treating qualified practitioner on the medical release. If the disabled employee at any time believes that a work requirement exceeds the restrictions, the employee is not to perform that task, but should consult the District for direction. An employee needs to keep the District informed of any medical appointments, and provide updated medical status reports while on modified duty, and as may be requested by the supervisor.



## **CHAPTER 16. FURLOUGH**

### **Authority**

The District may temporarily furlough employees as authorized by the Board of Directors. The provisions of this Chapter shall apply to all District employees.

### **Causes**

Furlough may be imposed in cases of financial hardship as determined by the Board of Directors.

### **Implementation**

Furlough may be imposed as a block of time, as a portion of a pay period, as an increment of a workday or in such other manner as best serves the needs of the District as determined by the Executive Director in accordance with the direction of the Board of Directors.

To the extent possible, reduction in pay as a result of furloughs shall be spread over the remainder of the fiscal year to minimize the impact on any given pay period.

### **Continuation of Wages and Benefits**

When a furlough is imposed for a specific time period, an employee who is placed on furlough shall not be entitled to payment of wages, salary or any other form of compensation for the time designated as furlough. An employee who is placed on furlough may not use vacation, administrative leave, sick leave or any other form of paid leave during the furlough.

When a furlough is imposed and the time off is at the discretion of the employee with District approval, the employee shall not be entitled to payment of wages, salary or any other form of compensation for the day/hours so chosen as furlough leave. On the day/hours chosen for furlough employee may not use vacation, administrative leave, sick leave or any other form of paid leave during the furlough.

To the extent possible, the District will attempt to spread the cost over of a furlough over 26 pay period or the remaining pay periods in a fiscal year if an emergency furlough is ordered.

An employee on furlough shall receive health and welfare benefits and shall accrue sick leave, vacation leave, and other leaves which are accrued on the basis of time worked.

The period of furlough shall not be considered a break in service and shall be considered time worked for purposes of length of service, seniority, and eligibility for health and welfare benefits.

### **Notice**

Not later than fifteen days prior to the furlough, the Executive Director shall provide written notice to each employee to be furloughed, which shall include the days or dates of the furlough.

Should a decision be made by the Board of Directors that the duration or application of the furlough is to be revised, amended or cancelled in whole or in part, the Executive Director shall provide written notice of such revision, amendment or cancellation as soon as is practicable after such action by the Board of Directors.

## **CHAPTER 17. DISCIPLINARY ACTION**

### **Disciplinary Action Authorized**

The Executive Director may take disciplinary action, up to and including termination, against an employee for just cause.

### **Just Cause**

Just cause for purposes of this Chapter shall be defined as follows:

1. Incompetency or inefficiency on the job;
2. Insubordination;
3. Intoxication while on duty;
4. Dishonesty or fraud;
5. Negligence or willful damage to public property or the waste of public supplies or equipment;
6. The violation of any proper policy, regulation or lawful order made and given by a superior;
7. The falsification of an employment application or other personnel record;
8. Unauthorized absences from duty;
9. Substantial off duty misconduct reasonably and directly related to the employee's public duties; or
10. Conviction of a felony.

### **Ineligibility for Employment**

A person shall be determined to be ineligible for continued employment for any of the following reasons:

1. Conviction of any crime which renders the person unsuitable for a position in a class.
2. Failure to maintain valid certification or licensure required for the position.

A person who has been convicted of any crime which renders the person unsuitable for a position in a class shall be ineligible for employment in such class; provided, however, the Executive Director may disregard such conviction if they find and determines that mitigating circumstances exist, such as, but not limited to, evidence of rehabilitation, the length of time that has elapsed since such conviction, the age of the person at the time of the conviction, or that the conviction is not reasonably related to the qualifications, duties, or functions of the class in question.

Where the minimum qualifications for a position include valid certification or licensure and the employee fails to maintain the required certification or license, he/she will be deemed ineligible for continued employment.

## **CHAPTER 18. RECORDS, REPORTS AND NOTICES**

### **Personnel Files**

A personnel file shall be generated by the District upon hire for each person directly employed by the District. Such files shall serve as the authorized or official record of employment for all purposes. Copies of documents and notes kept by others are not considered official personnel files.

### **Maintenance of Personnel Files**

The official District personnel files shall be maintained by and kept by the Executive Director or designee, except that files for employees who have left District service may be archived. Files may be kept in paper or electronic format, with secured access limiting the access to, addition of, or removal of records, to authorized persons.

### **Contents**

The official personnel file typically will contain the following:

1. Personnel Action Forms
2. Personnel Data Forms
3. Benefit Action Forms
4. Supplemental benefits enrollment forms
5. Beneficiary designation forms
6. Medical provider designation forms
7. Performance appraisal forms and any responses made to them by the employee
8. Disciplinary letters, notices, and orders
9. Letters of commendation or recognition
10. Copies of any authorizations given by the employee for the file to be reviewed by another
11. Evidence of any licensure required to perform the employee's assigned duties In no event shall the official personnel file contain the following:
  12. Any written record of a medical diagnosis, medical examination result, or medical status
  13. Any written record of immigrant status
  14. Any record of disciplinary action proposed but either not ordered or otherwise prohibited by legal settlement
  15. Letters of complaint against the employee unless part of the record of an ordered disciplinary action
  16. I-9 or other form indicating legal status to work
  17. Information obtained from background investigations and/or reference checks
  18. Any document of which the employee has not been made aware

### **Employee Medical Information**

A medical file shall be established for each employee that shall be maintained separate and apart from the official personnel file. The medical file will typically contain written records of a medical diagnosis, medical examination result, or medical status including, but not limited to:

1. Pre- and/or post-employment medical exams such as periodic physicals and fitness for duty examinations
2. Substantiation of sick leave usage
3. Requests for Reasonable Accommodation under the Americans with Disabilities Act (ADA) and/or Fair Employment and Housing (FEHA)
4. Requests and documentation required by the Family Medical Leave Act (FMLA), District Disability Insurance, Catastrophic Leave Program, or State Disability Insurance/Paid Family Leave
5. Documentation associated with the Return to Work Injury Management Program
6. Worker's Compensation claims and status reports

### **Release of Personal Information (Responding to Reference Checks)**

Requests received for standard employment verification (i.e., dates of employment, positions held, confirmation of salary, and eligibility for rehire) for current or former employees shall be forwarded for completion to the Executive Director or designee. Letters of recommendation and/or additional employment reference information may be provided at the request of the employee.

### **Inspection of Personnel Files**

Personnel information concerning an employee is confidential. An employee or former employee shall have the right to inspect their personnel file upon request and proof of identity. Such review must occur within the sight of the Executive Director or designee. The Executive Director or designee shall make the file available to the employee as soon as is practicable. An employee shall have access to all material in their personnel file and shall be provided a copy of the materials in their file upon request.

Only those persons with a “need to know” or “right to know” as determined by the Executive Director or designee may access an employee’s personnel file. “Right to know” shall include a review of the employee’s personnel file as part of the competitive hiring process of the District. A third-party review of an employee personnel file may only be allowed with a signed release from an employee or former employee.

### **Inclusion of Documents into the Personnel File**

Documents to be placed into the official personnel file should be forwarded to the Executive Director or designee as soon as possible after they are generated. The Executive Director or designee shall incorporate them into the official personnel file as soon as practicable so that the personnel file is kept current.

No employee may add a document to, remove a document from, or modify a document in the official personnel file unless specifically authorized by the Executive Director.

### **Removal of Documents from the Personnel File**

No document may be permanently removed from the official personnel file without the authorization of the Executive Director.

### **Responding to Subpoenas for Personnel Records**

It is the District’s policy that protection of confidentiality is of prime importance when responding to subpoenas. Subpoenas directed to District or subpoenas for personnel records must be personally served to the Executive Director or designee.

**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Downtown Woodland Transit Center Relocation Study: Update	<b>Agenda Item#:</b>	<h1>8</h1>
	<b>Agenda Type:</b>	<b>Action</b>
<b>Prepared By: B. Abbanat, C. Williams</b>		<b>Attachments:</b> <input checked="" type="radio"/> Yes <input type="radio"/> No
		<b>Meeting Date: April 8th, 2024</b>

**RECOMMENDATION:**

1. Receive an update on the Downtown Woodland Transit Center Study.
2. Affirm the “Preliminary Preferred Alternative” location as Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets pending completion of Phase 2 design and analysis.
3. Approve resolution authorizing the Executive Director to execute a sole source agreement amendment up to \$84,003 with Kimley-Horn and Associates, Inc. for Phase 2 design and analysis for additional traffic study, 30% design, infrastructure improvements cost estimates, and prioritization and timing of relocating the Woodland Transit Center into downtown.

**EXECUTIVE SUMMARY:**

- A “Preliminary Preferred Alternative” is identified for the downtown Woodland Transit Center on Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets.
- The Preliminary Preferred Alternative would consist of three berths on the north side and a single berth on the south side.
- Existing routes 211, 212, and 45 currently serve Court Street and are either unaffected or minimally affected.
- Route 215 would have a minor routing change resulting in a 3-minute travel time increase.
- Routes 42 A/B would be routed into and out of the downtown transit center counterclockwise via Main, Third, Court, College, and Main Streets. This routing increases travel times by 3 minutes and 5 minutes for Route 42 A and B, respectively.
- Staff is currently analyzing rerouting operational costs from the County Fair Mall to the Preliminary Preferred Alternative location. While that analysis isn’t completed, the cost is not expected to be substantial.
- Preliminary estimate for transit center-specific improvements including concrete bus pads, benches, signing, striping, and pavement markings, and a mid-block crossing beacon are estimated at \$415,000.
- Additional analysis is needed to determine if traffic signal improvements are needed at the intersections, their cost, phasing, and timing.

**BACKGROUND:**

***Overview***

Yolobus operates or jointly operates a transit center in each of the three major cities in Yolo County. Each transit center serves as the central hub for local and intercity buses. Transit centers are usually located close to a key

destination or cluster of destinations, such as a central business district or major employer. They are a place to facilitate transfers from one bus route to another. Transit Centers are situated in a location that allows for several buses to stop simultaneously, which generally requires a larger footprint than a typical bus stop.

In Woodland, the transit center is located at the County Fair Fashion Mall, a declining mall at the southern end of town. Our transit center is isolated in the southwest corner of the mall parking lot, with no open businesses other than Walmart. The adjacent high-speed arterial streets - Gibson Rd and East St - lack safe pedestrian and bicycle facilities. Aside from the mall's handful of surviving businesses, very few destinations are within walking distance. Passengers traveling to or through Woodland from other parts of our service area invariably spend time waiting at this transit center. YoloTD receives a steady stream of complaints and reports of unsafe conditions at the existing transit center.

The County Fair Fashion Mall is no longer a major destination center. Indeed, the largest concentration of trip attractors in Woodland is the greater downtown area – including most of the social, health and human services that many transit-dependent Yolo County residents rely on. Furthermore, SACOG estimates approximately 3,500 jobs are located between East Street, West Street, Lincoln Ave and North Street. Currently, our flagship intercity Route 42 buses do not serve downtown Woodland, meaning travelers from West Sacramento, downtown Sacramento or Davis must travel to the County Fair Mall and then transfer to Route 211 (West Woodland local), which operates once per hour.

### ***Project Background***

In late 2019, Kimley-Horn prepared a draft project development report for an earlier iteration of the Woodland Transit Center project. The draft report identified and evaluated three potential relocation sites for an off-street transit center based on a multi-year project process. However, the report was never finalized nor brought to the YoloTD Board of Directors for approval. Since that effort, several factors changed the facility requirements and siting priorities for the transit center. These included implementation of on-demand microtransit service throughout Woodland, the desire for an on-street transit center located within the public right-of-way. YoloTD requested that Kimley-Horn reassess the facility requirements and potential siting of the Woodland Transit Center based on current transit service and priorities.

In April 2023, YoloTD contracted with Kimley Horn Associates to update and revise their prior study of possible new locations for the Woodland Transit Center . The scope of the contract included,

1. Preparing a new set of facility requirements for a proposed transit center
2. Identify multiple site locations in downtown Woodland that meet the facility requirements without requiring private right-of-way
3. Prepare initial concept layouts for a feasible transit center options

Evaluate the location options and select a preferred location. Prepare a 10% concept design and cost estimate for the preferred location.

From April to present, YoloTD staff have coordinated with Kimley Horn Associates (consulting team) and City of Woodland staff to identify and discuss the different criteria, trade-offs, amenities, and potential locations for a new transit center located in downtown Woodland that could continue Yolobus operations while ensuring flexibility to accommodate future fixed-route service changes or expansions.

The analysis included criteria for both a shorter Phase 1 transit center (“quick” timeline that would be operational within 1-2 years and would require minimal infrastructure improvements ) as the immediate priority, and also

included considered a less-detailed Phase 2 analysis for an understanding of scale of effort and infrastructure upgrades needed for a more “permanent”, long-term transit center. This staff report focuses on Phase 1.

### ***Alternatives Criteria:***

The criteria YoloTD emphasized for prioritizing Phase 1 alternatives include:

1. Proximity to key destinations and compatibility with surrounding land uses
2. Timeliness to implement and transition to new site
3. Magnitude and cost of infrastructure improvements needed
4. Safety considerations for transit riders, pedestrians, cyclists and other vehicles operating in the area
5. Transitioning existing service and routes for 42A, 42B, 45, 211, 212, and 215 without substantially increasing route times or delay

Discussions with City of Woodland staff revealed additional criteria which helped inform development and selection of alternatives. These included:

1. Ensure compatibility of bus routing and land uses in downtown and adjacent neighborhoods
2. Minimize on-street parking removal
3. Limit number of trips on Main Street in the downtown core

Say more about the criteria that were important to the City of Woodland, which also helped inform our development and selection of alternatives.

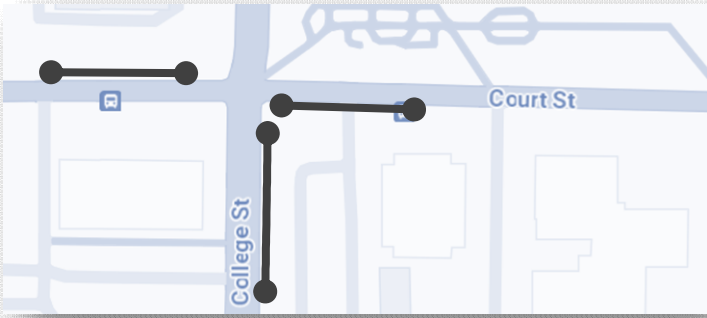
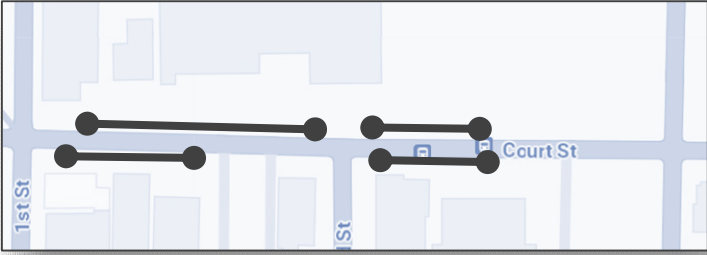
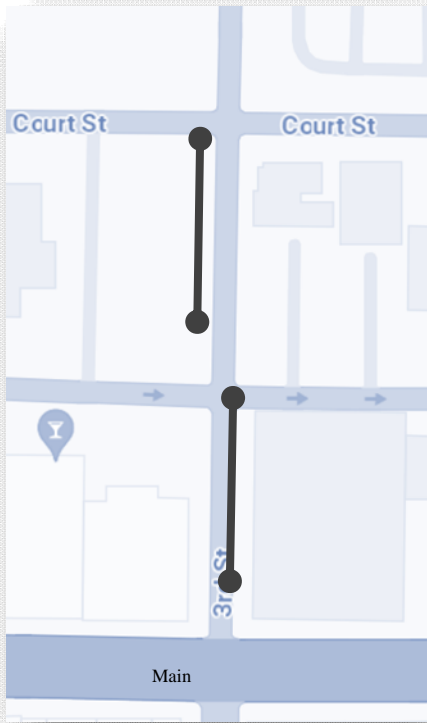
### ***First Round of Alternatives***

After developing the aforementioned criteria, Kimley-Horne first developed three alternatives for consideration and discussion. Figure 1 and Table 1, below, illustrate the first round of alternatives with general and more detailed descriptions, respectively.

*Figure 1: Alternatives 1-3 Vicinity Map*



Table 1: Woodland Transit Center Relocation Summary Table: Alternatives 1-3 (May 2023 – December 2023)

Alternative	Description
<p><b>Alternative 1</b></p> <p><u>Location:</u> College Ave and Court Street</p>	<p>Berths dispersed on 3 different road segments.</p> 
<p><b>Alternative 2</b></p> <p><u>Location:</u> Court Street between 1<sup>st</sup> and 3<sup>rd</sup> Streets</p>	<p>Berths dispersed on north and south sides.</p> 
<p><b>Alternative 3</b></p> <p><u>Location:</u> 3<sup>rd</sup> Street between Main and Court Streets</p>	<p>Berths dispersed on east and west sides.</p> 



Alternatives 1-3 are accompanied by various tradeoffs. Among the three alternatives, staff preferred Alternative 2 as highlighted in Table 2.

Table 2: Alternatives 1-3 Analysis

Alternative	Pros	Cons
Alternative 1	<ol style="list-style-type: none"> <li>1. Stops on both sides of roadway allow for more efficient routing and less bus traffic concentrated in the WB direction.</li> <li>2. Utilizes existing bus stop on southern side of Court Street.</li> <li>3. Minimal effect on parking</li> <li>4. Provides for independent arrival and departure for all bus bays</li> </ol>	<ol style="list-style-type: none"> <li>1. Requires minor signal modifications for the intersection of College Street and Court Street, which may increase auto delay and queuing.</li> <li>2. Introduces conflict zone for cyclists on WB Court Street</li> <li>3. Only alternative that requires crossing a street for some transfers</li> <li>4. Requires demolition of median island/pedestrian refuge at 1st Street and Court Street.</li> </ol>
<b>Alternative 2</b>	<ol style="list-style-type: none"> <li>1. Located near public library and Farmer's Market</li> <li>2. Maintains Court Street bike lane</li> <li>3. Close to County buildings and offices</li> <li>4. Accommodates existing routes operating on Court Street, allows flexible timing and re-routing existing transit service.</li> <li>5. All bus bays allow for independent arrival/departure</li> <li>6. Construction of passenger loading zones along sidewalks not required</li> </ol>	<ol style="list-style-type: none"> <li>1. Substantial on-street parking loss in downtown corridor</li> <li>2. Complex design</li> <li>3. Pedestrian safety concerns: potentially need to cross two streets for bus transfer.</li> <li>4. Transit center would extend along two blocks of Court Street -mid-block intersection with 2nd Street (one-way SB south of Court Street, T-intersection)</li> </ol>
Alternative 3	<ol style="list-style-type: none"> <li>1. Sidewalks are ADA-compliant</li> <li>2. Minimal construction work needed to make the site ready for use (two landing pads would need to be installed)</li> <li>3. Easy access to Court Street or Main Street</li> </ol>	<ol style="list-style-type: none"> <li>1. Located between two traffic signals, potentially causing traffic delay during timepoints where local and intercity routes connect to transfer given limited space and shorter bus bay areas</li> <li>2. Substantial on-street parking loss in downtown corridor</li> <li>3. Requires most diversion for existing bus routes to access</li> <li>4. Bus bays do not accommodate independent arrival and departure</li> </ol>

*City of Woodland Feedback: First Round of Alternatives (Alts 1-3)*

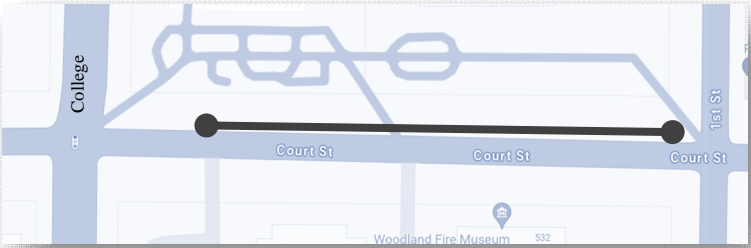
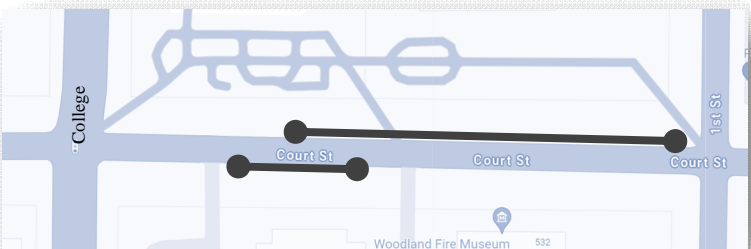
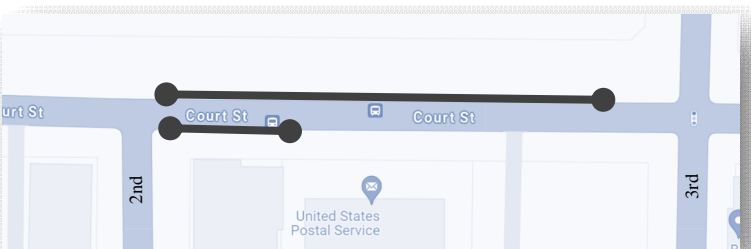
YoloTD staff have checked in regularly with City of Woodland staff throughout the planning process. Overall, the city is supportive as an engaging collaborative partner in working with YoloTD staff to identify a suitable location that meets YoloTD's operational needs while accounting for downtown Woodland area constraints. Woodland staff shared the following feedback below regarding Alternatives 1-3:

1. *Potential transit center noise impacts on a four-plex residential building on Court Street immediately adjacent to stops shown in Alternative 1.*
2. *Preference to minimize elimination of on-street parking to accommodate transit center on Court Street, particularly in front of the post office. (Alternative 2)*
3. *Request for YoloTD to provide additional routing visuals for each alternative to better determine road impacts and evaluate roadway right of way widths needed to accommodate buses traveling within the downtown corridor.*

**Revised Alternatives**

Based on City of Woodland feedback, YoloTD and Kimley-Horn conducted additional analysis on variations of Alternative 1 and Alternative 2 that could potentially better address concerns while still meeting YoloTD operational needs. The outcome of these revisions resulted in Alternatives A, B, and C which 1) eliminated placing transit center berths in the vicinity of residents, 2) reduced on-street parking removal to the greatest extent possible, and 3) included routing maps to better understand downtown bus turning movements. Table 3, below, illustrates Alternatives A-C.

Table 3: Woodland Transit Center Relocation Summary Table: Alternatives A-C (December 2023 – April 2024)

New Alternative Name	Variation of...	Description	Illustration
<p><b>Alternative A</b></p> <p><u>Location</u> Court Street Between College Ave and First Street</p>	<p><b>Alternative 1</b></p>	<p>All four bus berths on north side of street.</p>	
<p><b>Alternative B</b></p> <p><u>Location</u> Court Street Between College Ave and First Street</p>	<p><b>Alternative 1</b></p>	<p>Three bus berths on north side of street, one berth on south side.</p>	
<p><b>Alternative C</b></p> <p><u>Location</u> Court Street Between First Street and Third Street</p>	<p><b>Alternative 2</b></p>	<p>Three bus berths on north side of street, one berth on south side.</p>	

Among these alternatives both YoloTD and City of Woodland staff preferred Alternative C as best meeting the initial siting criteria described earlier. Two important criteria satisfied by this location is the ability to 1) stage re-routed 42 A/B buses on the north side of the street, and 2) accommodate existing eastbound routes on the south side of the street. Staging re-routed 42 A/B buses on the north side of the street allows enables counter-clockwise routing through downtown, which is important for the following reasons:

- Left turns at intersections provide more space for buses to complete the turning movement in narrower downtown streets, reducing the need for on-street parking removal, and oncoming travel lane stop bar setbacks.

- Left turns provide better driver sightlines for pedestrians and oncoming vehicles.

Alternative C also does not require any on-street parking removal adjacent to the Post Office, addressing an important concern for City of Woodland staff. Refer to Attachment 3 for a more detailed exhibit of Alternative C.

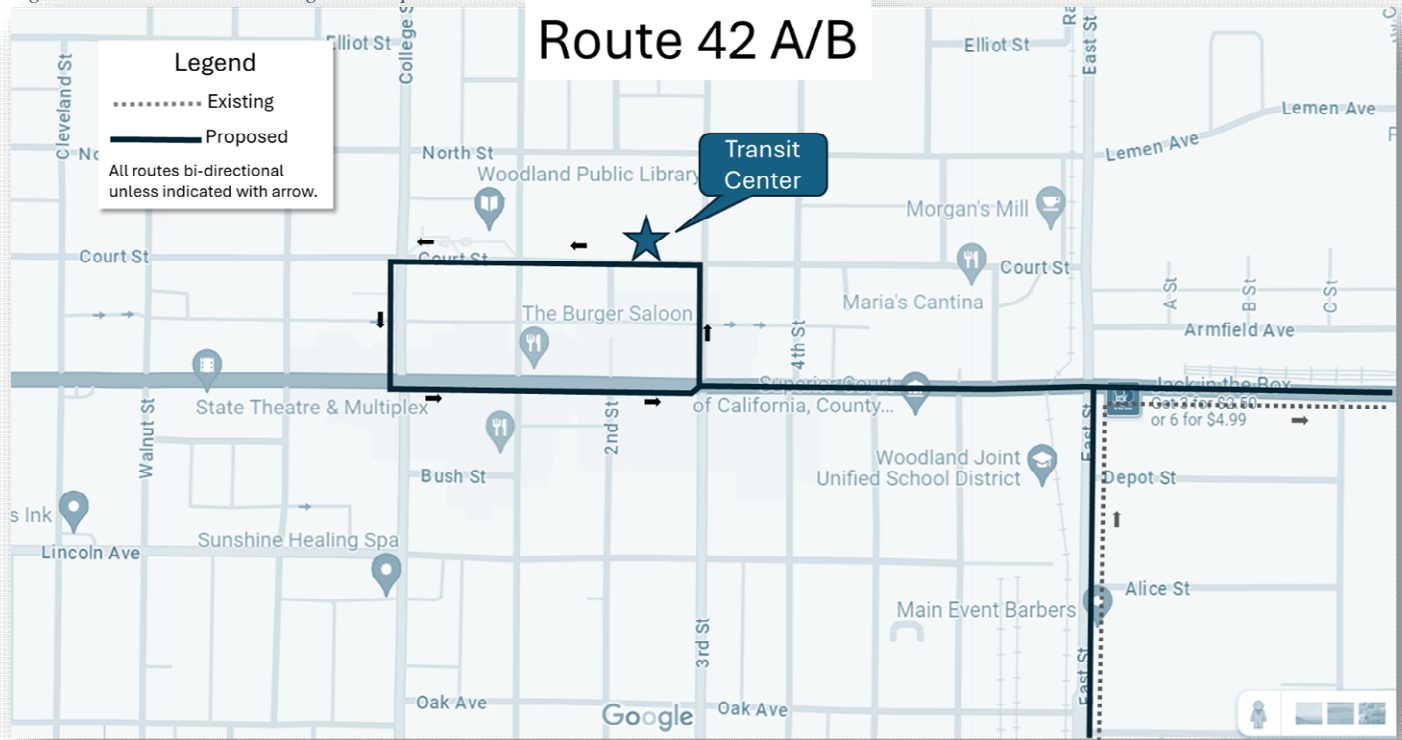
### Routing Implications

Relocating the Woodland Transit Center from County Fair Mall to Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets has minimal routing implications for local Routes 211 and 212 and Express Route 45 as all three currently serve Court Street. As a result, no significant travel time changes are expected.

Minor rerouting of Route 215 would occur, resulting in a 3-minute travel time increase in each direction.

Route 42 A/B would result in more significant re-routing into downtown Woodland, including a counterclockwise loop to access the transit center. The estimate travel time increase is 3 and 5 minutes for Routes 42 A and B, respectively.

Figure 2: Route 42 A/B Existing and Proposed Routing



### 42 A/B & 215 Re-Routing Operational Cost Implications

Any significant route changes need to be analyzed for their effects on operational costs. Staff is currently analyzing rerouting operational costs from the County Fair Mall to the Preliminary Preferred Alternative location. While that analysis isn't completed, the cost is not expected to be substantial.

### *Need for Additional Analysis and Proposed Scope of Work*

As relocating the transit center to Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets came into focus, YoloTD and City of Woodland staff began looking at operational effects for YoloTD and circulation effects for City of Woodland, respectively.

A closer look at the street network and intersections suggests both minor and potentially major infrastructure improvements may be needed to accommodate relocating the transit center to the targeted location on Court Street. While minor lane and intersection modifications were expected such as restriping, lane shifting, occasional parking removal, etc., more significant traffic signal investments may be needed at some intersections which lack dedicated left turn lanes and/or signal phases (aka “protected” left turns). For context, staff has field-verified that all turn movements associated with Alternative C are physically possible, but YoloTD and Transdev prefer protected left turns for operational and safety reasons. However, protected left turns are not always necessary and our routes currently make unprotected left turns in a wide variety of situations. Key considerations are traffic volume and speed, collision history, visibility, and bicycle/pedestrian volumes. Decisions about whether an intersection needs signal improvements are ultimately based on traffic engineering thresholds of significance (i.e. “warrants”) for these criteria, as well as bus driver skill set and other qualitative factors.

The full extent and necessity of infrastructure and traffic signal improvements isn’t included in Kimley-Horn’s existing planning-level analysis scope of work. A deeper analysis is needed to determine the extent of intersection improvements costs and potential relocation delays. At this stage, staff consider Alternative C to reflect a “Preliminary Preferred Alternative” and recommend advancing to Phase 2 design and engineering to answer the remaining questions raised. Importantly, the questions raised apply not only to Alternative C but also to Alternatives A and B.

Discussions with consultants Kimley-Horn conclude that proceeding to 30% design and conducting a traffic analysis will enable YoloTD to better understand relocation operational, circulation, infrastructure, cost, and timing implications for the Board to make a fully informed opinion. The specific proposed scope of work follows:

- Conduct traffic analysis of four (4) downtown intersections to evaluate and provide professional independent opinion of need for protected left turns.
- Provide 30% level cost-estimates for all infrastructure improvements.
- Recommend prioritization of infrastructure improvements and baseline improvements needed to safely and expeditiously relocation the transit center downtown.
- Estimate transit center relocation timing and improvements phasing.

Staff commit to continued collaboration with the City of Woodland during this phase.

### *Risk and Implications of Board Action*

As noted above, the additional analysis applies to all alternatives including 1-3 and A-C due to the need for Route 42 A/B counterclockwise downtown routing regardless of alternative. The potential intersection/traffic signal improvements costs and their effects on transit center relocation timing could be significant. As a result, we consider Alternative C to reflect our “Preliminary Preferred Alternative” and recommend advancing to 30% rather than 100% design, a prudent and cost-effective step to ensure project feasibility prior to full commitment.

*Sole Source Justification*

Kimley-Horn is uniquely qualified to provide professional services for this phase due to their relationship with this project dating to 2018 and their work on all analysis up to this point. Contracting with another consulting firm at this stage could increase costs and delay resulting from review existing work products and extensive discussions with Woodland and YoloTD staff to acquire project history knowledge for acceptable work products. Institutional project knowledge in this circumstance is needed to finalize a relocation decision.

*Rider Survey*

In December 2023, staff conducted a qualitative survey of YoloBus riders to learn their perspectives of the current Woodland transit center location and their receptiveness to a potential relocation. Almost 500 responses were submitted, with some key findings listed below:

- 66% of respondents were either daily or weekly YoloBus riders.
- 38% of respondents arrive at the Woodland transit center by walking, 15% arrive by bicycling.
- 11% of respondents transfer buses at the Woodland transit center.
- 69% of respondents are either “satisfied” or “very satisfied” with the existing transit center location
- 41% of respondents have either “positive” or “very positive” feelings about relocating the transit center from its current location. 55% are “neutral” and 4% have “negative” or “very negative” feelings about relocating.
- 70% of respondents stated that access to a relocated transit center by walking or bicycling is important.

Importantly, the survey was not conducted scientifically and only reflects the perspective of riders who are willing to use the existing transit center. Staff frequently receive unsolicited feedback regarding safety issues at the current location. Finally, several serious incidents have occurred in recent months including a homicide that several of our drivers witnessed and one of our interns being physical threatened while conducting outreach.

*Project Schedule:*

	2023												2024											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Nov	Dec				
<b>Phase 1: Planning</b>																								
Develop Facility Requirements																								
Identify Potential Transit Center Locations																								
Design and Cost Estimate																								
Summary Report and Presentations																								
<b>Phase 2: Design &amp; Analysis</b>																								
Conduct Traffic / Turning Movement Analysis																								
Infrastructure Improvements Analysis																								
30% Design and Cost Estimate																								
Improvements Prioritization and Phasing																								

## **BUDGET IMPACT**

The Kimley-Horn proposal cost is \$84,003 and with funding available from FY 23/24 Budget Item FR-11 consisting of a combination of local FTA 5307 and Available Fund Balance/STA funds.

### **Attachments:**

1. Resolution 2024-008
2. Preliminary Preferred Alternative Location Exhibit
3. Kimley-Horn Phase 2 Design & Traffic Analysis Proposal
4. December 2023 Woodland Transit Center Rider Survey Results

**YOLO COUNTY TRANSPORTATION DISTRICT**

**RESOLUTION NO. R 2024-008**

**AUTHORIZATION TO EXECUTE A KIMLEY-HORN AND ASSOCIATES, INC. FOR PHASE 2 DESIGN AND ANALYSIS FOR PHASE 2 30% DESIGN AND ADDITIONAL TRAFFIC STUDY FOR THE DOWNTOWN WOODLAND TRANSIT CENTER RELOCATION.**

**WHEREAS**, in late 2019, YoloTD completed the Project Development of the Woodland Transit Center project based on a multi-year project; and

**WHEREAS**, several factors changed the facility requirements and siting priorities for the transit center including implementation of on-demand microtransit service throughout Woodland and a desire for a shorter-term implementation project; and

**WHEREAS**, in April 2013 YoloTD contracted with Kimley-Horn and Associates, Inc. to reassess the facility requirements and potential siting of the Woodland Transit Center based on current transit plans and priorities and contracted with Kimley-Horn and Associates Inc.; and

**WHEREAS**, YoloTD collaborated with the City of Woodland to identify and analyze alternatives to the 2019 study; and

**WHEREAS**, YoloTD has identified a “preliminary preferred alternative” on Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets to locate a downtown Woodland Transit; and

**WHEREAS**, additional Phase 2 design and analysis is needed for additional traffic study, 30% design, infrastructure improvements cost estimates, and prioritization and timing of relocating the Woodland Transit Center into downtown; and

**WHEREAS**, in 2018 Kimley-Horn and Associates, Inc. was selected via competitive, federally compliant procurement process for this project; and

**WHEREAS**, Kimley-Horn and Associates, Inc. is uniquely qualified to continue provide professional services due to their institutional project knowledge and analysis to date,

**NOW, THEREFORE, RESOLVED, ORDERED, AND FOUND** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, to authorize the YoloTD Executive Director to execute a sole source agreement with Kimley-Horn and Associates, Inc. in an amount not to exceed \$84,003 for Phase 2 30% design and traffic analysis to advance the feasibility of relocating the Woodland Transit Center to the “preliminary preferred alternative” on Court Street between 2<sup>nd</sup> and 3<sup>rd</sup> Streets.

**PASSED AND ADOPTED** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, this 8th day of April, 2024, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

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Josh Chapman, Chair  
Board of Directors

ATTEST:

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Heather Cioffi, Clerk  
Board of Directors

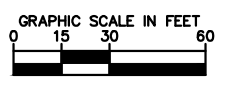
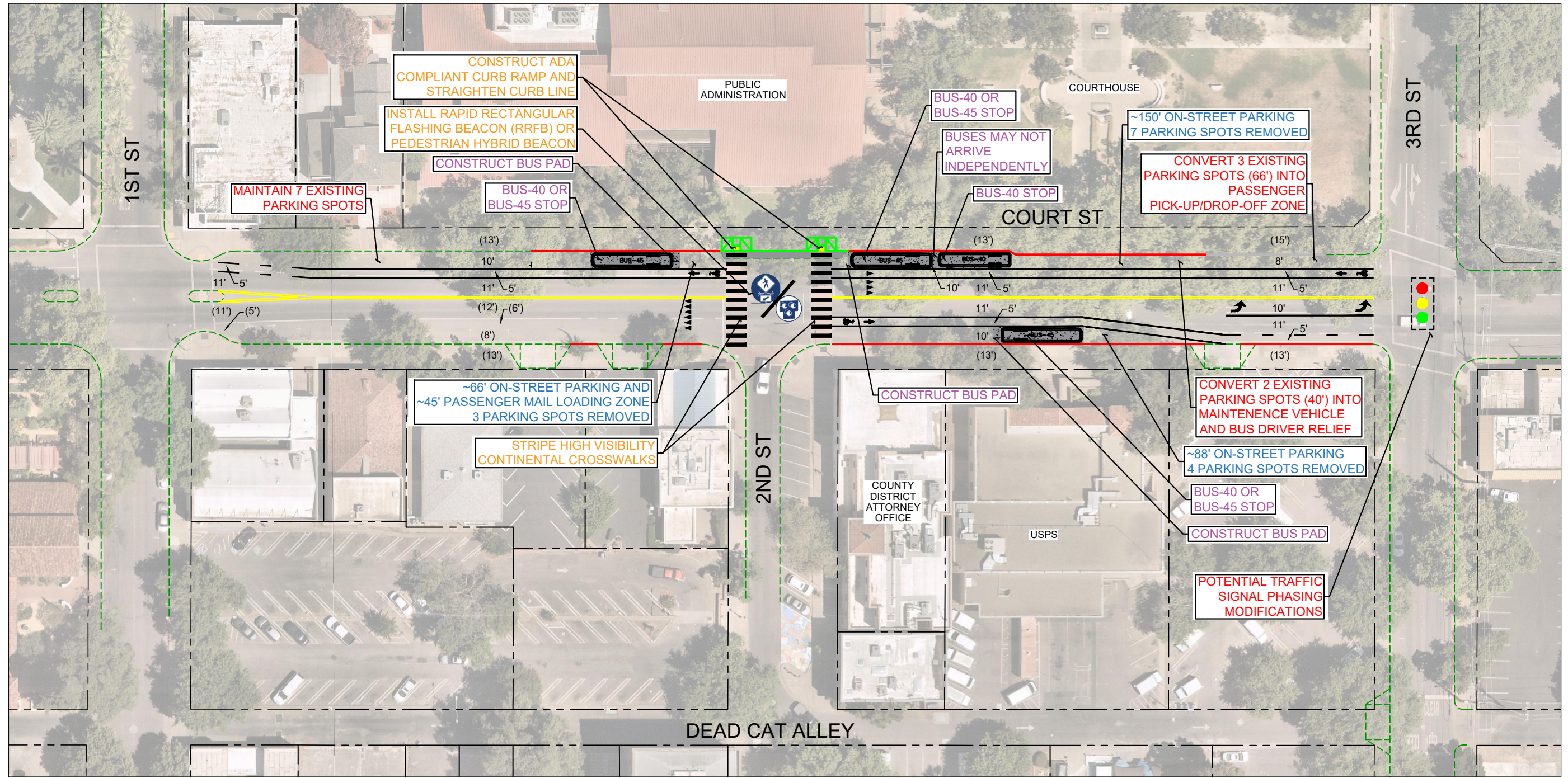
Approved as to Form:

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Kimberly Hood, District Counsel



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14 PARKING SPOTS REMOVED

### LEGEND

- EXISTING RIGHT OF WAY/PROPERTY LINE
- EXISTING CURB/SIDEWALK
- PROPOSED CURB/SIDEWALK
- PROPOSED RED CURB
- PROPOSED WHITE CURB
- BIKE LANE SYMBOL
- (X') EXISTING WIDTH
- X' PROPOSED WIDTH
- VEHICLE/ROADWAY RECOMMENDATION
- PEDESTRIAN RECOMMENDATION
- BICYCLE RECOMMENDATION
- TRANSIT RECOMMENDATION
- PARKING ANALYSIS
- PROPOSED CONCRETE
- EXISTING TRAFFIC SIGNAL

**WOODLAND TRANSIT CENTER RELOCATION CONCEPT**  
**PHASE 1 TRANSIT CENTER**  
**COURT STREET BETWEEN 1ST AND 3RD**  
**MARCH 2024**

April 2, 2024

Brian Abbanat  
Planning Director  
Yolo Transportation District  
350 Industrial Way  
Woodland, CA 95776

**RE: *Proposal for Additional Analysis and Preliminary Design Development for the Woodland Transit Center Relocation***

Dear Mr. Abbanat:

Kimley-Horn and Associates, Inc. (“Kimley-Horn”) is pleased to submit this proposal to the Yolo Transportation District (“Yolo TD”) for providing planning and concept development support services for the Woodland Transit Center Relocation Project.

## **Project Understanding**

Yolo TD engaged Kimley-Horn through Purchase Order 220029 to perform planning and engineering services related to the relocation of the Woodland Transit Center. Recently, Yolo TD and the City of Woodland have identified a Preliminary Preferred Alternative to advance for the relocation of the Woodland Transit Center. Yolo TD identified that there are areas of further investigation to further support selection and refinement of the Preliminary Preferred Alternative, such as: traffic and signal operations, safety and pedestrian circulation, and engineering feasibility.

Yolo TD requested that Kimley-Horn continue work on additional levels of analysis, as well as preliminary design and estimate work on the preferred transit center concept. The next project milestone is environmental clearance and scope to support Yolo TD on that effort is included as well as an optional task.

The Scope of Services is defined in the following tasks.

## **Scope of Services**

### **Task 1: Meetings and Coordination**

Kimley-Horn will hold a project kick-off meeting with Yolo TD staff to discuss project assumptions, data needs, and project timeline. Kimley-Horn will attend up to four (4) additional coordination meetings over the course of the project (5 total meetings). It is assumed that all of these meetings will be virtual. Kimley-Horn will prepare brief meeting summaries with action items and key decisions.

Kimley-Horn will participate in up to three (3) additional coordination meetings with the City of Woodland. It is assumed that all of these meetings will be virtual. Kimley-Horn will prepare brief meeting summaries with action items and key decisions.

Kimley-Horn will provide monthly invoices, including monthly progress reports.

## **Task 2: Bus Alignment Traffic and Safety Analysis**

### **Task 2.1: Data Collection**

The study area for the traffic and safety analysis will include roadway corridors in the vicinity of the new proposed downtown Transit Center on Court between College and 3<sup>rd</sup> Streets that will see additional bus traffic with the project. This includes Main Street between College and East Streets, Court Street between College and 3<sup>rd</sup> Streets, College Street between Main and Court Streets, and 3<sup>rd</sup> Street between Main and Court Streets.

Kimley-Horn will collect collision data for study area from the Statewide Integrated Traffic Records System (SWITRS) and supplement with any additional collision history provided by the City of Woodland. It is assumed that the City of Woodland to collect existing traffic signal timing plans and controller firmware and hardware information for the study area intersections.

Peak hour turning movement counts will be collected for auto, bicycle, and pedestrian volumes during the AM and PM peak hours (assumed to be 7:00 AM to 9:00 AM and 4:00 PM to 6:00 PM) at the following intersections:

- Court Street and College Street
- Court Street and 2<sup>nd</sup> Street
- Court Street and 3<sup>rd</sup> Street

Traffic data for the Main Street/College Street and the Main Street/3<sup>rd</sup> Street intersections is assumed to be provided by the City of Woodland.

### **Task 2.2: Safety Analysis**

Kimley-Horn will use the collision data collected in Task 2.1 to analyze existing safety conditions within the study area and summarize findings on the collision history near the proposed transit center. Collision patterns will be assessed to identify any common causes and collision characteristics that could inform specific countermeasures to be included with the project. Part of this analysis will focus on providing solutions to maintain acceptable levels of safety at key intersections along the bus alignment diversion routes. Given the likely increase in pedestrian activity around the new transit center, special attention will be paid to collisions involving pedestrians and potential options to mitigate risk for human-scale users.

### **Task 2.3: Traffic Analysis**

Using the turning movement counts and signal timing data collected in Task 2.1, Kimley-Horn will develop a traffic model to reflect both the existing and proposed conditions under the AM and PM peak hours. The following scenarios will be modeled and analyzed:

- Existing Conditions (2024) AM
- Existing Conditions (2024) PM
- Existing + Build (2024) AM
- Existing + Build (2024) PM

Models for these scenarios will be developed using the Synchro software (Version 11) and will be used to produce measures of effectiveness (MOEs) for the study area intersections under each set of conditions. MOEs used for this analysis are assumed to be intersection delay, level-of-service (LOS), and 95<sup>th</sup> percentile queue lengths as reported by Synchro calculated using HCM 6<sup>th</sup> Edition methodology.

#### **Task 2.4: Circulation Improvements**

Kimley-Horn will use the results from the traffic analysis in Task 2.3 to identify potential circulation challenges for transit and provide guidance for addressing such challenges with the project. This may include developing initial concepts to look at strategies like protected left turns, signal pole relocation, and striping modifications, among other improvements. Kimley-Horn will run the Synchro analysis with the Build with Improvements scenario.

Up to four concept layouts on an aerial will be prepared as part of this task. Kimley-Horn will meet with Yolo TD during this period to review project results and obtain Yolo TD input. One round of revisions to the concept layouts is assumed.

#### **Task 2.5: Traffic and Safety Analysis Technical Memorandum**

Upon completion of Tasks 2.1 through 2.4, Kimley-Horn will summarize the efforts performed and the results obtained for the overall analysis in a Traffic and Safety Analysis Technical Memorandum. One round of consolidated Yolo TD comments will be incorporated into a Final Traffic and Safety Analysis Technical Memorandum.

#### **Deliverables:**

- *Traffic and Safety Analysis Memorandum, Draft and Final*

#### **Task 3: Preliminary Design & Estimate**

Kimley-Horn will perform the following activities in preparation of preliminary design (30%) plans and estimates for the Yolo TD's Preliminary Preferred Alternative.

##### ***Task 3.1 Surveying and Base Mapping***

Topographic survey and mapping will be performed by our subconsultant Unico Engineering. Unico Engineering will conduct topographic survey for the project area, and the survey will capture survey features within the project area. The project area will include Court Street between 1<sup>st</sup> St and 3<sup>rd</sup> St within the public right of way.

Steps for this task include:

- Conducting overall project control survey
- Incorporating recent, existing digital aerial photographic imagery of the station area
- Preparing and maintaining base CADD files for the project

##### ***Task 3.2 Utility Coordination***

Kimley-Horn will designate and locate existing public and private utilities and prepare the documentation that will be the basis for resolving conflicts between utilities and the project infrastructure. Tasks will include:

- Identifying existing utilities within the limits of construction and operations for the preliminary

Preferred Alternative.

- Contact relevant utility companies to acquire as-builts and utility location information. Subsurface utility documentation and report activities will include utility contact database and a utility communications log.
- Utilities will be included on the plans in Task 3.3 and updated through utility identification, utility verification and utility coordination.

**Task 3.3 Site Civil and Roadways**

Kimley-Horn will develop a site plan for the Preliminary Preferred Alternative that advances the concept shared on 03/27/2024. Activities will include:

- Using topographic mapping; developing the preliminary grading, horizontal control, and construction/temporary construction easement limits associated with the preliminary Preferred Alternative
- Determining the platform siting, circulation configurations, preliminary grading, removals, and construction limits of the preliminary Preferred Alternative
- Reviewing utility conflicts in and surrounding the preliminary Preferred Alternative site.

Kimley-Horn will develop a traffic engineering design to integrate the preliminary Preferred Alternative operations into the existing transportation network. Traffic engineering will include the design of appropriate signing, pavement markings, and traffic signal timing and physical modifications. The traffic engineering task will be heavily influenced by the Bus Alignment Traffic and Safety Analysis. Tasks will include:

- Evaluating appropriate control of access points to determine if stop signs, RRFBs, PHBs or other regulatory signs are needed.
- Preparing preliminary designs for traffic signals, signing, and pavement markings that follow established standards and practices.

Kimley-Horn will revise these preliminary plans from two rounds of review: one round with Yolo TD's comments and one round with the City of Woodland's comments.

**Task 3.4 Opinion of Probable Cost (OPC)**

Kimley-Horn will develop an opinion of probable cost for the preliminary preferred alternative after Yolo TD and City of Woodland review of the preliminary design prepared in Task 3.3. Tasks will include:

- Preparing an Opinion of Probable Cost for the preliminary preferred alternative and circulation improvements as outlined in Task 2.4 and Task 3.3

**Deliverables:**

- *Pre-Final 30% Plans and OPC Submittal (YTCD Review)*
- *Pre-Final 30% Plans and OPC Submittal (City of Woodland Review)*
- *Final 30% Plans and OPC Submittal*

**Task 4: Environmental Documentation (Optional)**

Based on our understanding and experience with similar transit improvement projects, this project is expected to be subject to a Categorical Exemption for CEQA per Public Resource Code §21080.25 and

State CEQA Guidelines §15301 Existing Facilities.

Kimley-Horn will prepare a Notice of Exemption (NOE) form and supplemental memorandum for the project. Yolo TD will be the lead agency for the NOE. The form and memorandum will be provided to Yolo TD staff for review. We anticipate one round of revisions on the NOE form and memorandum. This scope of work assumes Yolo TD staff will file the NOE with the County Clerk and the State Clearinghouse.

**Deliverables:**

- *Notice of Exemption Form and supplemental Memorandum*

**Schedule**

The following schedule is assumed to complete Tasks 1-4. Kimley-Horn will not be responsible for events outside of its control, such as the scheduling of meetings with the City or delays in the receipt of critical data needs.

Activity	Timeline from Project Notice to Proceed
Data Collection	+3 weeks
Draft Traffic and Safety Analysis Technical Memo	+5 weeks
Draft Circulation Improvement Concepts	+7 weeks
Environmental Documentation (Optional)	+8 weeks
Draft 30% Preliminary Design and OPC	+10 weeks

**Fee and Billing**

Kimley-Horn will perform the services outlined in Tasks 1, 2 and 3 on a labor fee plus expenses basis not to exceed \$73,183. If requested, Kimley-Horn will perform the optional services outlined in Task 4, Environmental Documentation, on a labor fee plus expenses basis not to exceed \$10,220. A detailed table is provided below. Labor fee will be billed on an hourly basis according to the rates shown below. Rates shown are valid until July 1, 2024, at which point they will be updated to reflect then-current rates.

We appreciate the opportunity to continue to support Yolo TD on advancing the Woodland Transit Center Relocation Project. Please contact Adam Dankberg at (510) 350-0243 or adam.dankberg@kimley-horn.com if you have any questions or require additional information.

Task	Sr Prof II	Prof II	Analyst III	Analyst II	Support Staff	Expense/ Sub-consultant	Total
<i>Hourly Rate</i>	330	255	200	175	145		
Task 1: Meetings and Coordination	15	0	3	3	8		\$7,235
Task 2: Bus Alignment Traffic and Safety Analysis	9	0	28	98	2	\$1,200	\$27,210
Task 3: Preliminary Design & Estimate	7	7	63	35	7	\$14,903	\$38,738
<b>Base Scope Total</b>	<b>31</b>	<b>7</b>	<b>94</b>	<b>136</b>	<b>17</b>		<b>\$73,183</b>
Task 4: Environmental Documentation (Optional)	6	8	24	8			\$10,220
<b>Total (With Optional Tasks)</b>	<b>37</b>	<b>15</b>	<b>118</b>	<b>144</b>	<b>17</b>		<b>\$84,003</b>

## Q1 Please enter your name and email

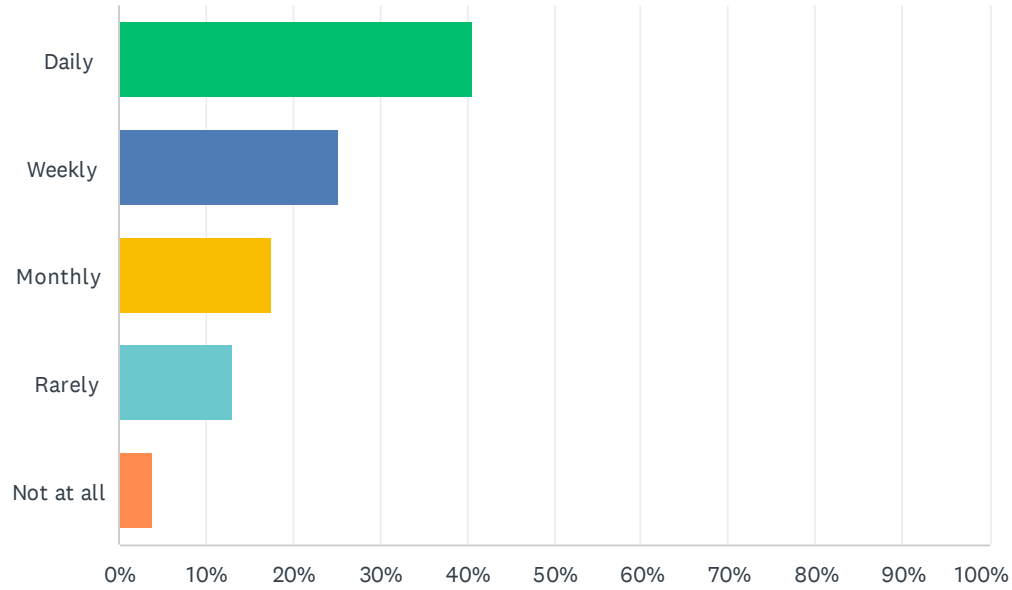
Answered: 487 Skipped: 6

ANSWER CHOICES	RESPONSES	
Name	100.00%	487
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	99.59%	485
Phone Number	0.00%	0



## Q2 How frequently do you use the current Woodland transit center?

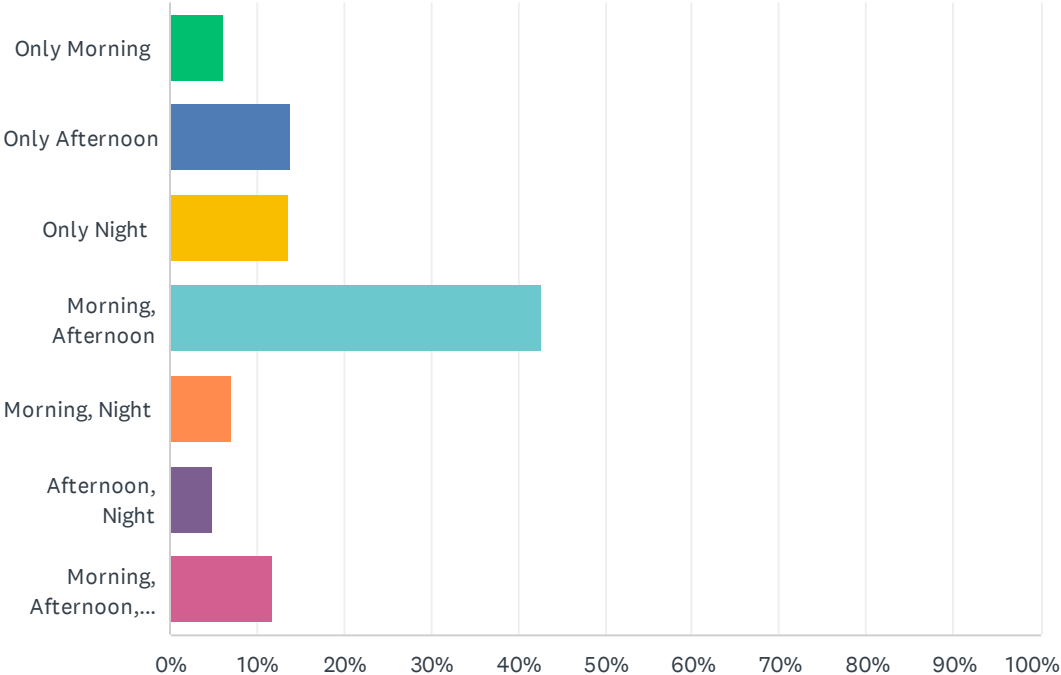
Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES	
Daily	40.57%	200
Weekly	25.15%	124
Monthly	17.44%	86
Rarely	12.98%	64
Not at all	3.85%	19
<b>TOTAL</b>		<b>493</b>

### Q3 What part of the day(s) do you typically use the Woodland Transit Center?

Answered: 493 Skipped: 0

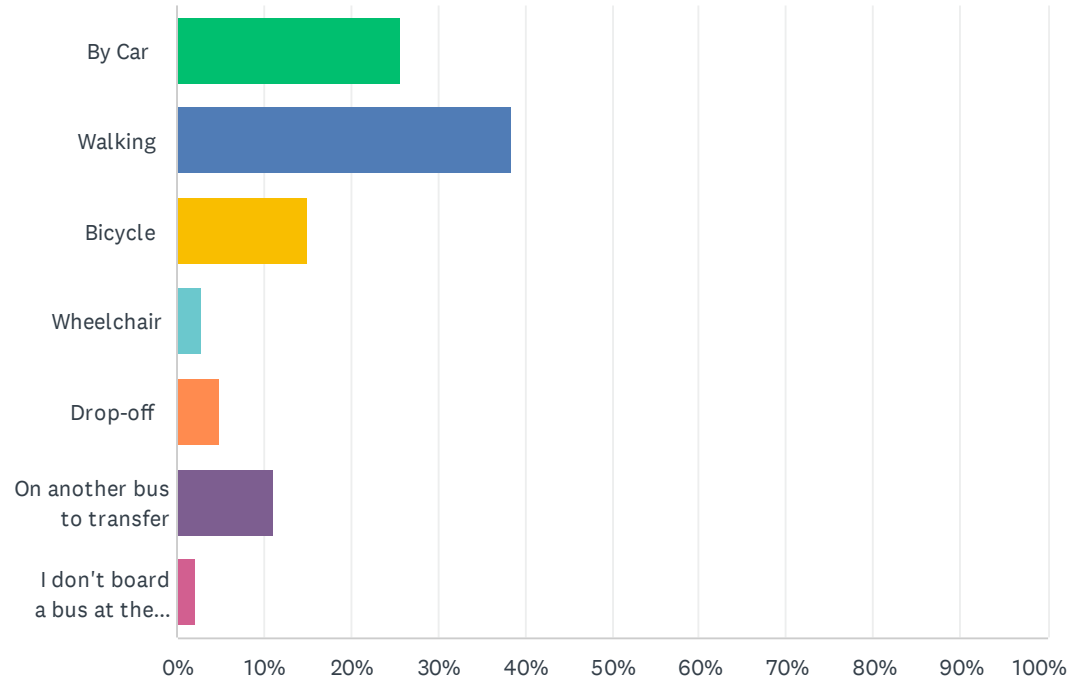


## Woodland Transit Center Survey 2023

ANSWER CHOICES	RESPONSES	
Only Morning	6.29%	31
Only Afternoon	13.79%	68
Only Night	13.59%	67
Morning, Afternoon	42.60%	210
Morning, Night	7.10%	35
Afternoon, Night	4.87%	24
Morning, Afternoon, Night	11.76%	58
Total Respondents: 493		

### Q4 If you use the Woodland Transit Center to board a bus, how do you typically arrive?

Answered: 493 Skipped: 0

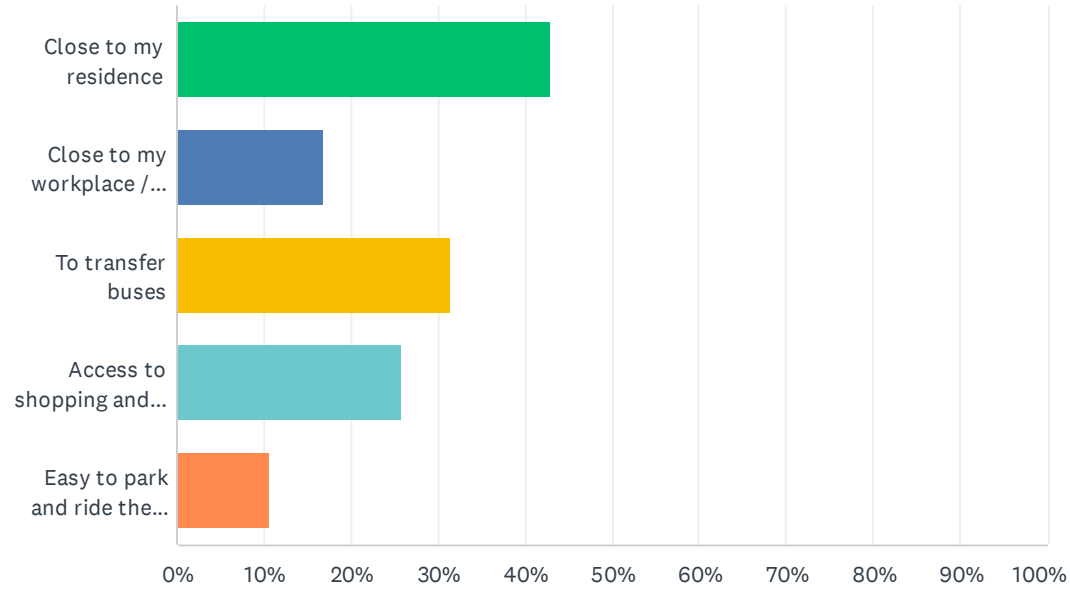


## Woodland Transit Center Survey 2023

ANSWER CHOICES	RESPONSES	
By Car	25.56%	126
Walking	38.34%	189
Bicycle	15.01%	74
Wheelchair	2.84%	14
Drop-off	4.87%	24
On another bus to transfer	11.16%	55
I don't board a bus at the Woodland Transit Center I continue on existing bus	2.23%	11
<b>TOTAL</b>		<b>493</b>

Q5 What are the main reasons you use the Woodland Transit Center? (Select all that apply).

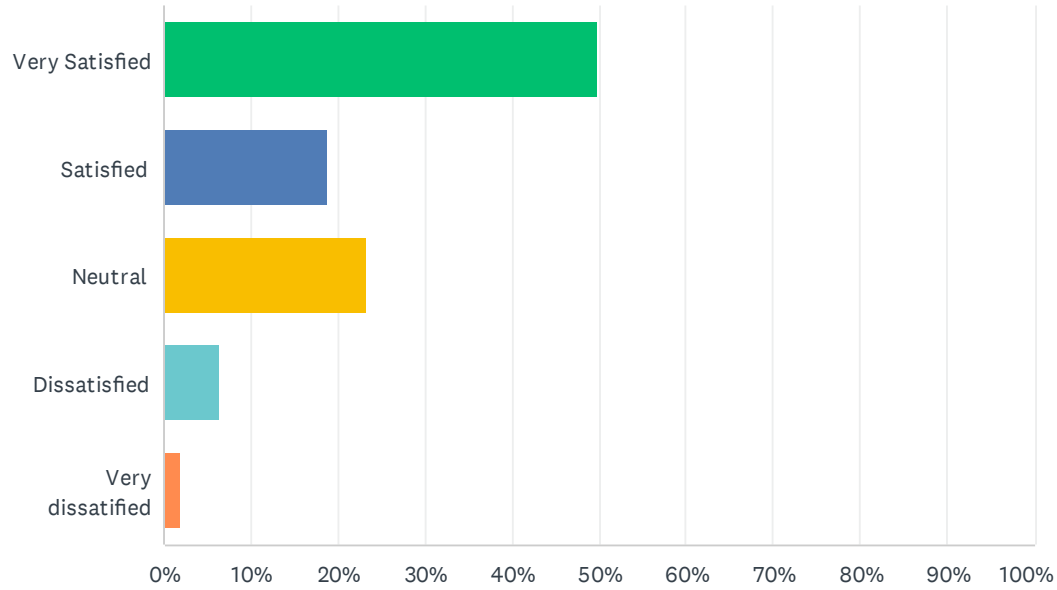
Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES
Close to my residence	42.80% 211
Close to my workplace / school	16.84% 83
To transfer buses	31.24% 154
Access to shopping and amenities	25.76% 127
Easy to park and ride the bus	10.75% 53
Total Respondents: 493	

## Q6 How satisfied are you with the current Woodland Transit Center?

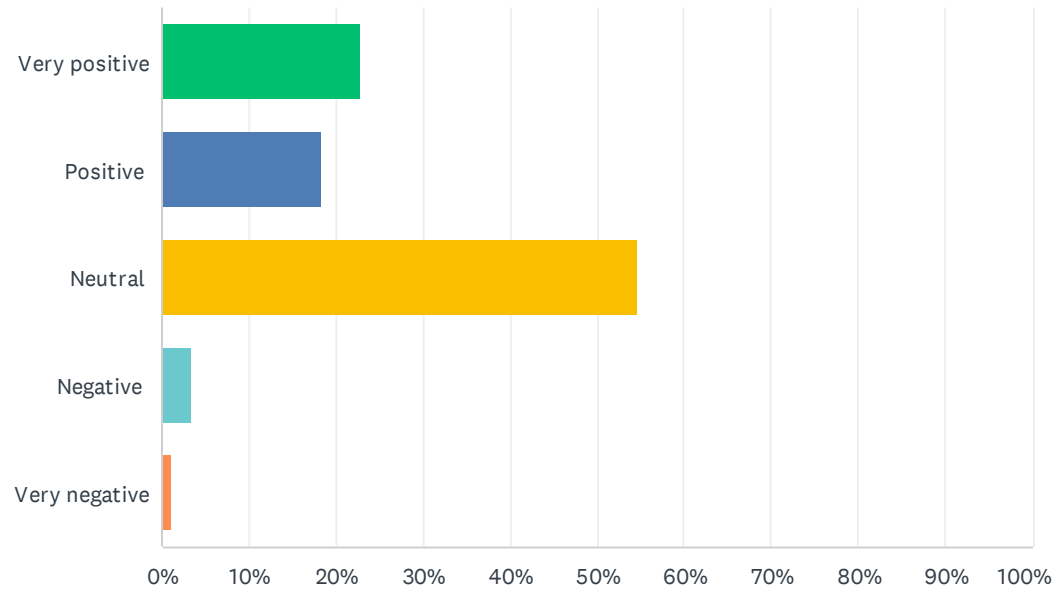
Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very Satisfied	49.70%	245
Satisfied	18.66%	92
Neutral	23.33%	115
Dissatisfied	6.49%	32
Very dissatisfied	1.83%	9
<b>TOTAL</b>		<b>493</b>

## Q7 How would you feel about the Woodland Transit Center moving to a new location within Woodland?

Answered: 493 Skipped: 0

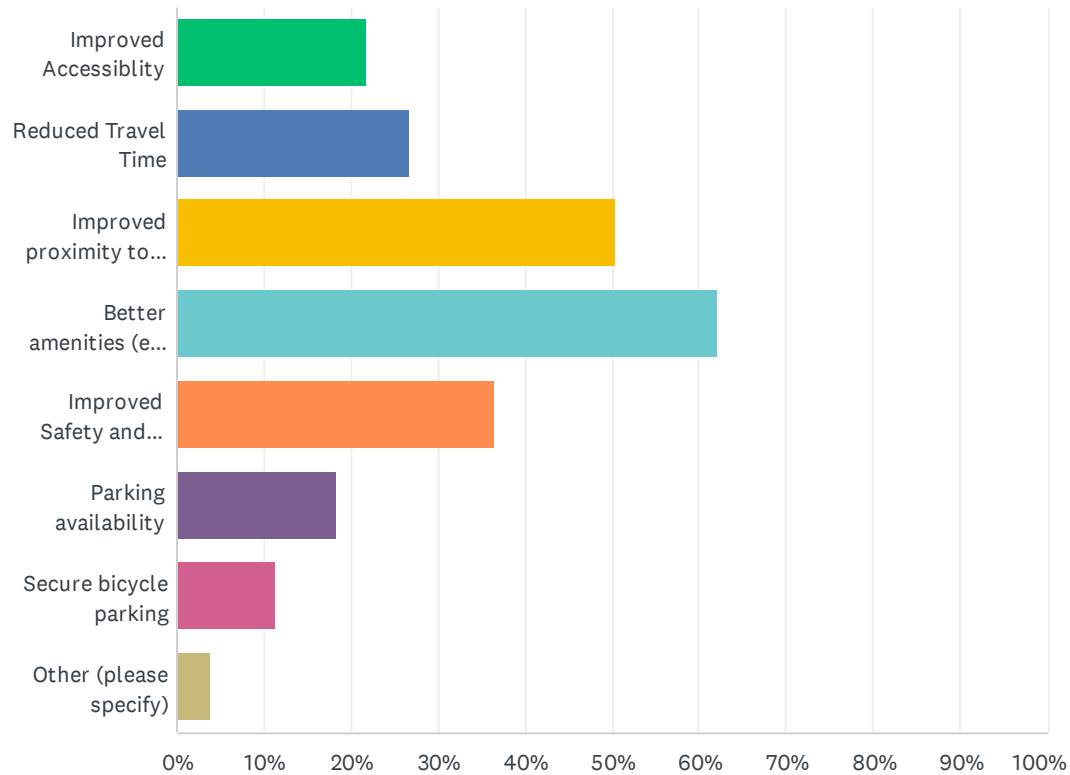


ANSWER CHOICES	RESPONSES
Very positive	22.72% 112
Positive	18.26% 90
Neutral	54.56% 269
Negative	3.45% 17
Very negative	1.01% 5
<b>TOTAL</b>	<b>493</b>



### Q8 If a new Woodland Transit Center were built which the following factors would incentivize you to use the new center? (Select all that apply)

Answered: 493 Skipped: 0

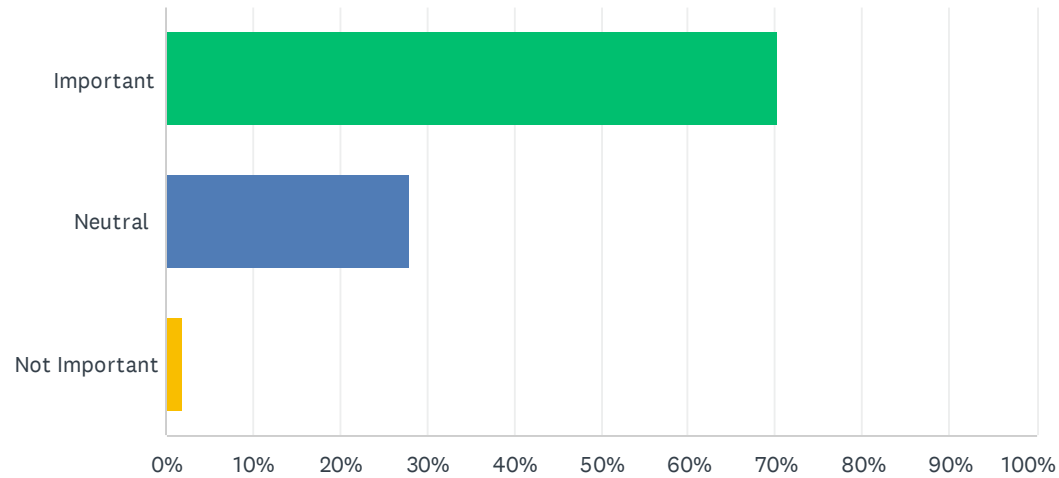


Woodland Transit Center Survey 2023

ANSWER CHOICES	RESPONSES	
Improved Accessibility	21.70%	107
Reduced Travel Time	26.57%	131
Improved proximity to other transportation options (e.g. trains, taxis)	50.30%	248
Better amenities (e.g. seating, shelters)	62.07%	306
Improved Safety and Security	36.51%	180
Parking availability	18.26%	90
Secure bicycle parking	11.36%	56
Other (please specify)	3.85%	19
Total Respondents: 493		

### Q9 How important is it for you that the new transit center is easily accessible by walking or bicycling?

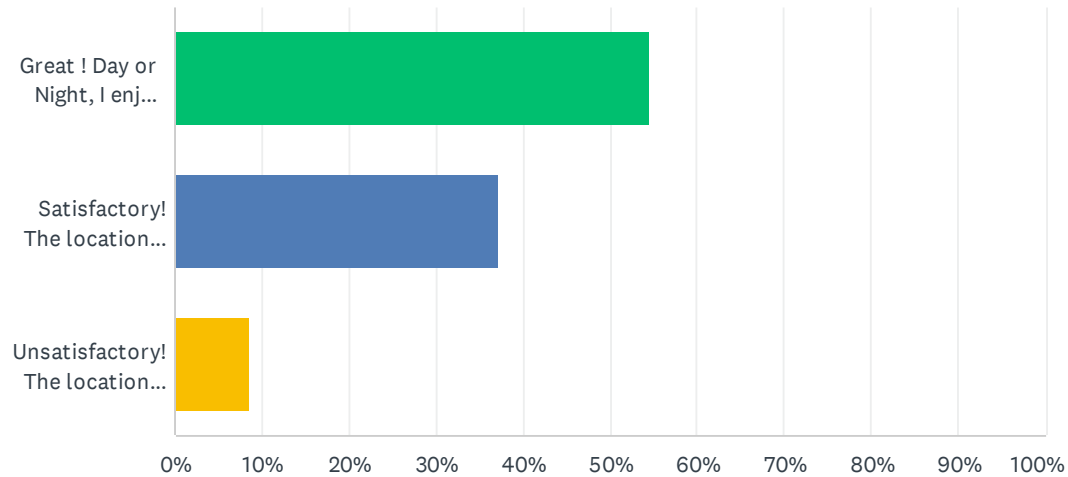
Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES	
Important	70.18%	346
Neutral	27.99%	138
Not Important	1.83%	9
<b>TOTAL</b>		<b>493</b>

### Q10 Please rate your experience using the Woodland transit center

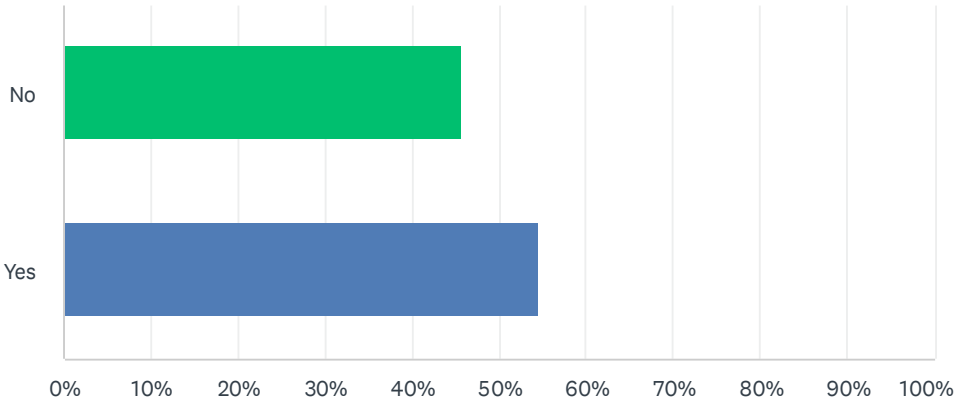
Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES	
Great ! Day or Night, I enjoy the location, feel safe, and is accessible to travel to.	54.36%	268
Satisfactory! The location could be improved with better facilities, I feel safe during the day but not at night.	37.12%	183
Unsatisfactory! The location is unkept, I do not feel safe waiting whether it's day or night and difficult to access.	8.52%	42
<b>TOTAL</b>		<b>493</b>

# Q11 Would you be interested in participating in public meetings or surveys regarding the Woodland Transit Center?

Answered: 493 Skipped: 0



ANSWER CHOICES	RESPONSES	
No	45.64%	225
Yes	54.36%	268
TOTAL		493

**BOARD COMMUNICATIONS: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Yolo 80 Managed Lanes Project Update	<b>Agenda Item#:</b>	<b>9d</b> <b>Informational</b>
	<b>Agenda Type:</b>	<b>Attachments:</b> Yes <u>No</u>
<b>Prepared By: B. Abbanat</b>		<b>Meeting Date: April 8, 2024</b>

**RECOMMENDATION:**

Informational.

**BACKGROUND:**

*Note: This staff report reflects an update on significant Yolo 80 Managed Lanes project activities. Staff reports dating to the project’s inception can be found on the YoloTD website:*

Yolotd.org → Planning & Projects → Freeways & Roads

The most significant updates since March include:

1. Capital Area Regional Tolling Authority (CARTA) submits AB 194 tolling application to the California Transportation Commission (CTC).
2. Caltrans District 3 submits \$105 million grant application to the CTC Trade Corridors Enhancement Program (TCEP).
3. Caltrans Final Environmental Impact Report (EIR) schedule

*1. CARTA Submits AB 194 Tolling Application to CTC*

After several months of coordination between YoloTD, SACOG, Caltrans District 3, CARTA, and consultants WSP, CARTA submitted the Yolo 80 Managed Lanes toll facility application to the CTC as required by AB 194. As required, CTC is hosting a Public Hearing scheduled for April 9 at the Arthur F. Turner Community Library in West Sacramento at 5:30pm. Members of the public may attend and provide comments both in person and virtually over Zoom. For more information, refer to below link:

<https://www.captollauthority.org/california-transportation-commission-public-hearing-on-yolo-80-toll-facility-application>

Action on the Tolling Application is scheduled for the May 16-17 CTC meeting hosted by the Orange County Transportation Authority at 550 S Main Street in Orange, CA. For more information, refer to the below link:

<https://catc.ca.gov/meetings-events/commission-meetings-2024>

*2. Caltrans Submits \$105 Million TCEP Grant Application*

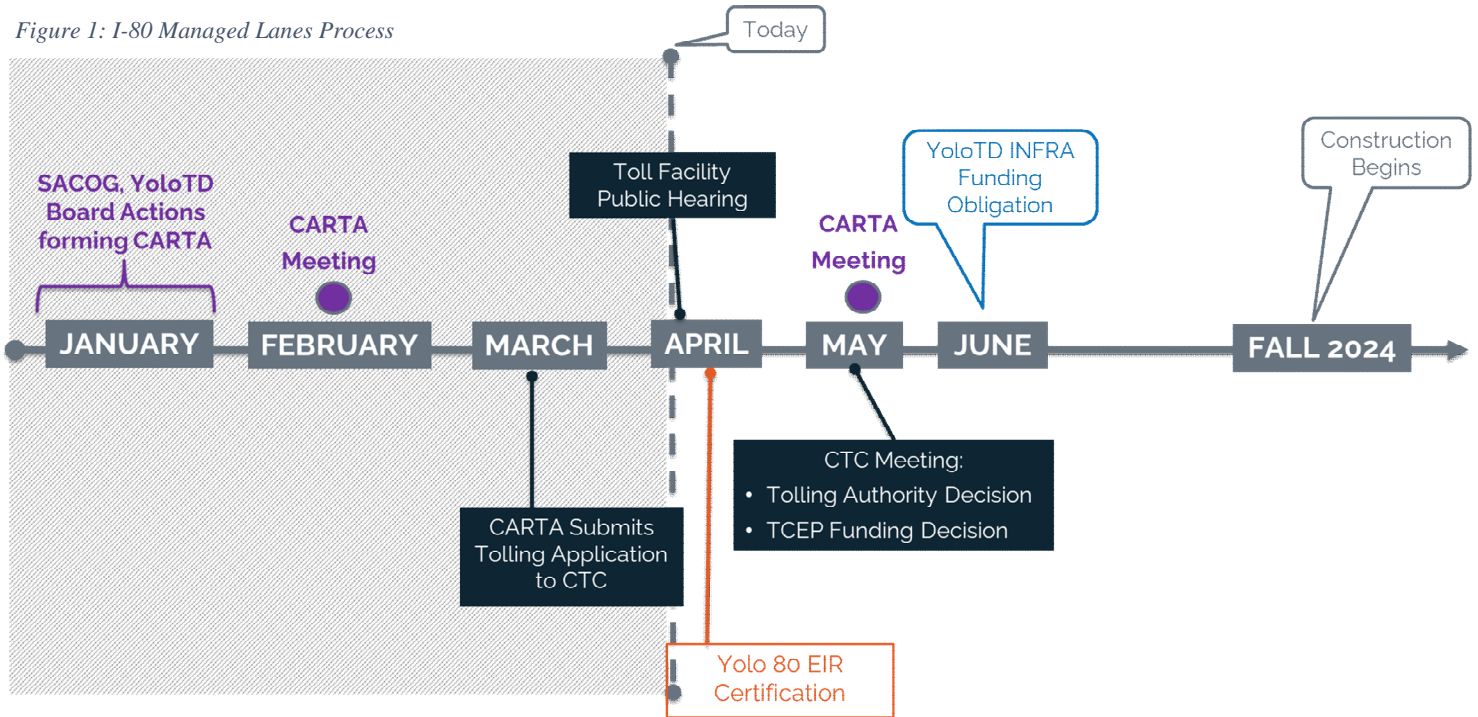
On March 8, Caltrans District 3 submitted a \$105 million grant application to the CTC’s Trade Corridors Enhancement Program (TCEP). If awarded, the funding will close the funding gap for Phase 1 of the Yolo 80 Managed Lanes project and enable construction to begin in fall 2024. The CTC is also expected to act on this grant application at the May CTC meeting.

### 3. Caltrans District 3 Final EIR Schedule

Caltrans has received several hundred comments on the Yolo 80 Managed Lanes EIR and is working to provide responses. Caltrans expects responses to comments from governmental agencies to be released by April 5<sup>th</sup> and the final EIR, including responses to all comments, to post the week of April 15<sup>th</sup>

Figure 1, below, illustrates forthcoming significant milestones prior to construction in fall 2024.

Figure 1: I-80 Managed Lanes Process



**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Roof Repair and Mold Remediation Update	<b>Agenda Item#:</b>	<h1>9e</h1>
	<b>Agenda Type:</b>	<b>Action</b> Attachments: <input checked="" type="radio"/> Yes      No
<b>Prepared By: H. Cioffi</b>		<b>Meeting Date: April 8th, 2024</b>

**RECOMMENDATION:**

Receive the update on the roof repair and mold remediation of the YoloTD board room.

**BACKGROUND:**

On January 26<sup>th</sup>, 2024, YoloTD staff noticed a leak from the ceiling of the utility room, adjacent to the board room. Traces of mold were also found on the wall directly under the leak. On January 30<sup>th</sup>, Staff began reaching out to mold remediation companies and roof repair companies to address the damage to the roof causing the leaks and to clean out the mold and dry out the walls. A call was also made to the company that provides warranty for the roof, Firestone.

Contractors from Infinite Energy, American Cool, and Firestone all came out to assess the damage to the roof. Bids for roof repair and one bid for a full room replacement were received. Firestone Warranty contractors advised staff there was no damage to the roof and that the leak was likely to condensation from the AC unit.

An insurance claim was filed with United Fire Group, YoloTD’s building insurance provider. Claim adjuster Charlie Clark was assigned to this claim and UFG sent out independent contractor Ryan Wagner to assess the situation. After review, Ryan determined the damages were not covered under the insurance policy and after a phone call with YoloTD staff, a copy of the exact policy language explaining coverage was emailed.

YoloTD staff reached out to Ryan Pistochini from Yolo County to ask for recommendations on contracts and mold remediation. Chris and Ryan offered to come to the YoloTD office and assess the damage and make recommendations.

After their assessment, Ryan and Chris sent a report suggesting we reach out to Beam Professional Roofing Contractors to review the damage. Beam sent contractors named Jose and Frederick out to the YoloTD office and their report investigation discovered “various anomalies above the vicinity of the leak location in the interior space, where the roof membrane water tightness capability has been breached. The other roof membrane anomalies located above the interior water intrusion showed signs of splitting of the roof membrane which is a telltale sign of roof membrane deterioration/failure.”

After receiving this report, staff reached back out to United Fire Group, Charlie requested a copy of the report, and it was sent to him on March 12<sup>th</sup>. After a few phone calls, United Fire Group agreed to cover up to \$15,000.00 of the mold remediation costs.



Serv Pro began mold remediation, which is still ongoing.

Nest Steps:

Request bids for a general contractor to manage the replacement of

Attachments:

Roof Repair Timeline and Notes

**BOARD COMMUNICATION: YOLO TRANSPORTATION DISTRICT**  
**350 Industrial Way, Woodland, CA 95776---- (530) 661-0816**

<b>Topic:</b> Long-range Calendar	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>9f</b>  <b>Informational</b>	
		Attachments:	Yes <input checked="" type="radio"/> No
<b>Prepared By: A. Bernstein</b>		<b>Meeting Date: April 8, 2024</b>	

**RECOMMENDATION:**

The following agenda items are tentatively scheduled for upcoming meetings of the YoloTD Board of Directors.

**Long Range Calendar Agenda Items**

**May**

- Draft Workplan for FY 24-25 (Informational)
- Draft Budget for FY 24-25 (Informational)
- Audited Financial Report for FY 22-23 (Informational)
- Updates to ADA Policy, Rider Information, Application and Service Changes (Action)
- Roof and Building Repairs (Action)

**June**

- Yolo 80 Managed Lanes FHWA Funding Obligation (Action)
- Approve Workplan for FY 24-25 (Action)
- Approve Budget for FY 24-25: Preliminary or Final (Action)

**July**

- *If Need Be:* Approve FINAL Budget for FY 24-25 (Action)
- Yolo Active Transportation Corridors (YATC) Update (Informational)