



ACTIA BOARD AGENDA ITEM # CC11  
MEETING DATE: 06/26/08

**MEMORANDUM**

**TO:** Authority Members

**FROM:** Christine Mosen, Executive Director *CM*  
Tess Lengyel, Programs and Public Affairs Manager

**DATE:** June 19, 2008

**SUBJECT:** Approval to Extend the Contract with St. Mini Cab Corporation for Same Day South County Taxi Program ACTIA Gap Grant Program and Authorization to Expand the Program to Central County if Funding is Available

**Recommendation**

Staff recommends that the Board approve extending the current agreement with St. Mini Cab Corporation to continue implementation of a same day taxi program in South County funded through a Paratransit Gap Grant, previously approved by the Board in June 2006. This agreement would be through June 30, 2009, with an option to continue services for an additional year if funding is available. The services would be funded with the remaining funds on the current grant. This recommendation also includes authorization to extend taxi service into Central Alameda County in 2009/2010, if funding is available.

Staff advised the Administration/Legislation/Finance Committee that this item would be brought directly to the Board for approval.

**Summary**

In September 2006, the Board approved a contract with Friendly Transportation to provide taxi services in South County as part of the ACTIA Gap Grant. Unfortunately, Friendly Transportation was not able to acquire permits for the company or its drivers after a three month temporary period of operation. Therefore, ACTIA terminated the contract with Friendly Transportation. St. Mini Cab Corporation, which possesses valid and good standing permits with the City of Fremont and operates taxi services in all three South County cities took over this contract in 2006 and has been implementing the program.

In June 2006, the ACTIA Board approved the South County Taxi Pilot Program to be jointly administered by the City of Fremont and ACTIA for \$355,700. This contract would be for the remaining operating funds in the grant.

**Background**

Implementation of the South County Taxi Pilot Gap Grant Program requires contracting with a taxi provider to perform same day taxi services for seniors and disabled. Staff worked with several taxi companies during development of the gap grant and was originally able to negotiate a commitment from Friendly Transportation, which was unable to fulfill the contract requirements and therefore the Board entered into contract with St. Mini Cab Corporation, which was one of the companies staff originally contacted. St. Mini Cab Corporation operates Veterans Cab, Yellow Cab, and Fremont Taxi, all of which will perform the services in this contract. This recommendation is to extend existing services for an additional year, with the option of extending the contract further provided funding is remaining on the grant.

***Alameda County Transportation Improvement Authority  
Approval to Extend Contract with St. Mini Cab Corporation***

***June 19, 2008  
Page 2***

The South County Taxi Pilot Project directly addresses one of PAPCO's priorities to provide same day transportation services to older adults and people with disabilities, expanding mobility options for this population. The pilot is a subsidized taxi program that will provide safety-net same day service to city-based program registrants in Fremont, Union City and Newark

The pilot project is focused in South County where taxi use for this type of service has been limited. It is testing the effectiveness of using taxis (as opposed to van service) to serve this population, partially filling a need for same day service that was consistently rated as among the most important gaps in outreach efforts. The opportunity to extend the services into Central Alameda County is possible if funding remains after the upcoming fiscal year and if the Board approves funding staff time for the taxi expansion in a Gap Grant Cycle 4 project that is currently before the board under a separate item.

The project provides same day affordable taxi service to older adults and people with disabilities (these do not currently exist in South County); has the capacity to add one accessible taxi to the small pool in the County; allows comparison of cost-effectiveness and customer service quality with van programs; and provides the opportunity to evaluate how a subsidized taxi program affects city-based programs.

This same-day service program will be evaluated in comparison to a pilot same-day van program in Central Alameda County also approved by the Board as a Gap Grant in June 2006.

**Fiscal Impact**

This action authorizes an extension to the contract with St. Mini Cab Corporation for an additional year, as part of a previously approved South County Taxi Pilot Gap Grant Program for fiscal year 08/09



ACTIA BOARD AGENDA ITEM #CC1J  
MEETING DATE: 6/26/08

## MEMORANDUM

**TO:** Authority Members

**FROM:** Christine Monsen, Executive Director *CM*  
Art Dao, Deputy Director/Project Development Mgr.  
Tess Lengyel, Programs and Public Affairs Manager  
Anees Azad, Finance and Administration Manager

**DATE:** June 19, 2008

**SUBJECT:** Approval of Current Year 2007/2008 Budget Update and  
FY 2008/2009 Budget Proposal

**SUMMARY:**

- Current Year projection reflects the impact of the improved sales tax outlook in which the estimate was raised from \$111 million to \$116 million due to higher than expected receipts.
- Budget for FY 2008/09 projects \$82.9 million in capital expenditures and \$10.7 in grant and related expenditures. This expenditure outlay will be financed through the available reserves in the Capital and Special Revenue Funds.
- The administrative ratios remain below the mandatory ceilings for both the Current Year 2007-08 and the Budgeted FY 2008-09.

**RECOMMENDATION:**

1. Staff recommends that the Board approve the updated projection for the Current Year Budget as specified in the "Projected/Proposed" (column 3) on the second page of this report.
2. Staff also recommends the approval of the New Year Budget (column 5) as presented on the second page of this report.

**DISCUSSION:**

The Current Year Budget update is an opportunity to revise the estimated revenues and expenditures in line with current information and to present the New Year Budget based on these results. This practice allows staff to continually refine revenue and expenditure streams based on changes in the economic climate and costs. This also provides recipients of program funds the benefit of the latest estimates, and incorporates the Strategic Plan into the budgeting process.

The table on the next page summarizes the revenue and expenditure categories under the following column headings:

1. **Original Budget** for Current Year 2007/2008, which was approved last year;
2. **Mid-Year Amended Budget** shows Current Year 2007/2008 Budget as approved by the Board at the Mid-Year review in March 2008;
3. **Final Projected/Proposed** for Current Year 2007/2008 reflects the updated information on revenues and expenditures;
4. **Amended vs. Projected** shows the variances between columns 2 and 3;
5. **New Year Budget** column is the proposed budget for FY 2008/2009; and

6. **07/08 Projected/08/09 Budget** column shows the variance between the final Current Year update (col. 3) and the New Year Budget (col. 5).

SUMMARY OF REVENUE AND EXPENDITURES-ACTIA						
DESCRIPTION	Current Year 2007/2008				New Year 2008/2009	
	ORIGINAL BUDGET	MID-YR AMENDED BUDGET	FINAL PROJECTED/ PROPOSED	AMENDED vs PROJ'D	NEW YEAR BUDGET	06/07 PROJ'D vs 07/08 BUDG.
REVENUE	1	2	3	4	5	6
Sales Tax-net						
Capital Projects	45,560,669	42,507,763	44,422,780	1,915,017	45,763,123	1,340,343
Pass-Through	64,001,949	59,709,938	62,369,847	2,659,909	64,282,061	1,912,214
Reserves	4,059,461	3,787,299	3,987,373	200,074	4,077,317	89,944
Administration	5,353,921	4,995,000	5,220,000	225,000	5,377,500	157,500
Sub-Total	118,976,000	111,000,000	116,000,000	5,000,000	119,500,000	3,500,000
Interest Income-Net	7,500,000	6,000,000	6,000,000	-	3,500,000	(2,500,000)
Other Govt. Revenue (ACTA)		4,000,000	4,000,000		10,500,000	6,500,000
Other Income	192,200	317,200	317,200		324,040	6,840
Total Revenues	126,668,200	121,317,200	126,317,200	5,000,000	133,824,040	7,506,840
EXPENDITURES						
Capital Projects	78,686,819	43,050,201	47,557,958	(4,507,757)	82,865,111	(35,307,153)
Pass-Through	64,001,949	59,709,938	62,369,847	(2,659,909)	64,282,061	(1,912,214)
Reserves	6,457,838	6,827,044		1,518,996	10,665,158	(5,357,110)
Administration	4,058,910	4,164,414	4,248,451	(84,037)	4,424,020	(175,569)
Total Expenditures	153,205,516	113,751,597	119,484,304	(5,732,707)	162,236,350	(42,752,047)
NET CHANGE	(26,537,316)	7,565,603	6,832,896	10,732,707	(28,412,311)	(35,245,207)
BEG. BALANCE BY FUND						
Capital Projects	88,303,386	88,303,386	88,303,386		91,168,208	2,864,822
Pass-Through						
Reserves	13,382,484	13,382,484	13,382,484		12,061,809	(1,320,675)
Administration	9,310,516	9,310,516	9,310,516		10,599,265	1,288,749
Total	110,996,386	110,996,386	110,996,386	-	113,829,282	2,832,896
END. BALANCE BY FUND						
Capital Projects	62,677,236	97,760,948	91,168,208	28,490,972	68,066,219	(23,101,989)
Pass-Through						
Reserves	10,984,107	10,342,739	12,061,809	1,077,702	5,473,968	(6,587,841)
Administration	10,797,727	10,458,302	10,599,265	(198,462)	11,876,785	1,277,520
Total	84,459,070	118,561,989	113,829,282	29,370,212	85,416,971	(28,412,311)

**Revenues**

Sales Tax Revenues:

- The Current Year net sales tax estimate was initially projected at \$119 million in the Original Budget. This projection was revised down to \$111 million in view of the housing and retail downturn that was anticipated in January 2008. The actual receipts for January through March 2008 were unexpectedly higher than estimated in the revision above, probably due to the spike in fuel prices. The budgeted net sales tax revenues for next year are estimated at 3% above the current year projection. The 3% escalator is below the 4% projection historically used at ACTIA for year over year revenue increases. The 4% increase anticipated 1% growth and 3% inflation factors. In using the 3% factor, staff anticipates no growth and 3% inflation for the ACTIA sales tax revenues.
- The table below shows a comparison to the initial ACTIA revenue projections developed in 2002. Factoring the dip in sales tax revenues, the latest cumulative deficits, which include interest revenues, will be short of the initial projections by an estimated \$402 million over the life of the Measure. This increased from \$187 million projected last year due to compounding nature of these projections.

ACTIA Sales Tax	FYE 2003 A	FYE 2004 A	FYE 2005A	FYE 2006 A	FYE 2007 A	FYE 2008 P	FYE 2009 P	FYE 2010 P	FYE 2011 P
Net Sales Tax	92,695,376	99,054,891	101,134,874	110,338,998	113,726,121	116,000,000	119,500,000	124,280,000	129,251,200
Initial Projections	109,200,000	113,568,000	118,110,720	122,835,149	127,748,555	132,858,497	138,172,837	143,699,750	149,447,740
Variances	(16,504,624)	(14,513,109)	(16,975,846)	(12,496,151)	(14,022,434)	(16,858,497)	(18,672,837)	(19,419,750)	(20,196,540)

Interest Income:

- Projected interest income of \$6 million for Current Year reflects the 4.5% average return experienced this year compared to a budget of \$7.5 million or 5% in the original budget. A large part of this improvement is due to higher cash balances from slower capital expenditures. No allowance was made for investment valuation discounts, which will be recorded at year-end.
- The New Year Budget reflects interest revenues of \$3.5 million at a 2.5% interest rate on an average balance of \$140 million. These interest estimates are net of investment advisor fees.

Other Govt Revenues and Other Income:

The Other Govt. Revenues reflects ACTA's share of \$10.5 million for the I-580 Corridor projects.

The Other Income category reflects sublease revenue from consultants and administrative fees on the loan to AC Transit.

**Expenditures**

Project Expenditures:

- The Current year capital expenditures were increased from \$43 million to \$47.6 million in line with the updated Cash Flow and the Strategic Plan approved by the Board last month.
- The \$82.9 million in Capital Project expenditures for FY 2008-09 also reflect the Cash Flow/Strategic Plan results. This includes \$10.5 million related to ACTA's share of the I-580 Corridor projects.
- The current year projection includes the \$24 million expenditure for the BART-to-Warm Springs project for right-of-way costs. In FY 2008-09, the two largest planned expenditures are for the I-238 Widening (\$19 million) and Union City Intermodal Station (\$8 million).
- No staff cost is allocated to projects.

Local Program Distributions:

The budget for Pass-Through expenditures is in line with the increased sales tax revenue projection for Current and New Year. These distributions are formula driven within each area, based on population and road miles.

Reserve Funds:

The following table reflects the balances and changes by individual Special Revenue Reserve fund categories. The total of these special revenue funds is expected to exceed \$16.8 million at the end of FY 2007/08. The New Year Budget reflects \$10.7 million in special fund expenditures of which \$10.1 million is for grants, with the balance for consulting costs and services. The table also shows the encumbered amount of \$3.3 million for future years. No staff cost is allocated to these funds.

Reserve Funds	(Audited) Balances 06/30/07	Projected End Balance 6/30/08	Revenue Budgeted	Expenditure Budgeted	Encumbered as of 6/30/09	Projected End Balance 6/30/09
Paratransit Coordination/Gaps in Service	4,636,876	5,300,000	1,772,258	(4,287,500)	(2,000,000)	784,758
25% Bicycle and Pedestrian Funds	4,782,348	6,100,000	1,474,984	(3,303,000)	(536,000)	3,735,984
Express Bus	3,000,205	4,050,000	904,042	(2,269,950)	(751,000)	1,933,092
Transit Center Development	963,053	1,313,000	339,298	(604,708)		847,590
<b>TOTAL</b>	<b>13,382,482</b>	<b>16,763,000</b>	<b>4,490,582</b>	<b>(10,665,158)</b>	<b>(3,287,000)</b>	<b>7,301,424</b>

Note: This is a summary of ACTIA's Program Reserve funds. These funds are accounted for on an accrual basis in conformance with generally accepted accounting principles.

General Administration Expenditures:

- The New Year budgeted salaries/benefits reflect the proposed salary ranges and benefits costs. If these proposed figures are revised, new salary figures will be included in the budget for FY 2008/09.
- Shared staff costs between ACTA and ACTIA was estimated at 25:75 ratio for the new budget year. The ratio of non-administrative costs (costs related to capital projects and program) was estimated at 20% of ACTIA labor costs. The final ratios will be based on the actual time card entries. These non-administrative costs relate to the 1% calculation only and no staff cost is actually charged to projects or programs, however, these costs are counted in the 4.5% ratio computation.
- The logic for removing the non-administrative staff costs from the 1% ratio is that these costs are directly assignable to individual projects and programs and therefore, by accounting definition, not considered administrative costs. Administrative costs are generally costs that cannot be directly and practically related to individual projects and programs, such as the accounts payable function. This change in calculation was approved by the ACTIA Board in 2006.
- FY 2008-09 administrative costs were in line with the prior year despite increases in salary/benefits costs (\$72,000), computer system upgrade costs (\$58,000) and increased share of ACTIA from 67% to 75% on certain common costs such as rent and insurance.

**Alameda County Transportation Improvement Authority  
 ACTIA FY 2008/2009 Budget**

**June 19, 2008  
 Page 5**

ADMINISTRATIVE COSTS RATIOS	Proj'd FY 07-08	% of Net Rev.	Budget FY 08-09	% of Net Rev.
ACTIA Sales Tax Revenue Net	116,000,000	100%	119,500,000	100%
Administrative Salaries & Benefits	847,404	0.731%	905,552	0.758%
Total Admin. Costs (All funds)	4,735,515	4.082%	4,802,820	4.019%

**Compliance with 1% and 4.5% Requirements:**

- The Administrative Cost Ratios shown above summarizes how the current year and budgeted costs compare to the base line net sales tax revenues. In both cases the ratios are below the 1% and the 4.5% maximum ratios. These thresholds are mandated under the Expenditure Plan and the ratios are audited by our independent auditors at year-end.
- The 0.731% ratio for Current Year Salaries and Benefits excludes \$359,028 in ACTA costs and \$211,800 in staff costs attributed to non-administrative funds such as capital projects and programs, which was approved by the Board in the Administrative Cost Policy in March 2006.
- The Administrative Cost ratios (4.08% for 07/08 and 4.02% for 08/09) include all administrative costs, such as salaries/benefits, rent, administrative consultant costs and supplies. This includes the non-administration costs mentioned above and consulting costs attributed to other funds in ACTIA. This cost excludes project costs such as right-of-way acquisitions and utility removal, which are accounted for under each specific project. The maximum allowed for this ratio is 4.5%.
- The Reconciliation of Salaries and Benefits table below shows the detail of how the administrative salaries and benefits ratio has been computed. Both the ACTA share and the allocation towards projects and programs (non-administrative costs) are based on actual time card entries submitted by staff.

SALARIES AND BENEFITS SUMMARY				
	Proj'd FY 07-08	% of Net Rev.	Budget FY 08-09	% of Net Rev.
Combined Salaries and Benefits	1,418,232	1.301%	1,509,254	1.263%
ACTA Share	(359,028)	-0.325%	(377,313)	-0.316%
Sub-Total ACTIA Salaries and Benefits	1,059,204	0.913%	1,131,940	0.947%
Less Non-Admin (Projects/Programs)	211,800	0.183%	226,388	0.189%
Net Sal/Ben w/o Non-Admin	847,404	0.731%	905,552	0.758%

**Net Assets**

- The lower portion of the Summary of Revenue and Expenditures shows the impact of the projected activity and budget on the Authority's net assets by funds. The Authority is expected to have an ending net asset balance of \$85.4million at the end of FY 2008/09. This is a \$28.4 million drop from the projected \$113.8 million total fund balance for the current year-end due mainly to the catch-up in project expenditures.

**Fiscal Impact**

- The current year Budget Update reflects \$126.3 million in revenues, \$119.5 million in expenditures and a residual \$113.8 million in fund balance for ACTIA.

*Alameda County Transportation Improvement Authority*  
*ACTIA FY 2008/2009 Budget*

*June 19, 2008*  
*Page 6*

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- The Budget for FY 2008-09 reflects \$133.8 million in revenues and \$162.2 million in expenditures and a residual \$85.4 million in ACTIA fund balance.





AGENDA ITEM #CC1K  
MEETING DATE: 6/26/08

RECEIVED

MAY 20 2008

ACTIA

**APPOINTMENT NOMINATION FORM**  
**Citizens Watchdog Committee (CWC)**

**TO:** ACTIA's Governing Board  
**FROM:** Kent Lewandowski / Sierra Club  
(Name of appointing agency/official)  
**DATE:** 5/16/08

**I HEREBY APPOINT** Leonard Only to serve for a two-year term on the Alameda County Transportation Improvement Authority's Citizens Watchdog Committee.

**Appointee's Information:**

**Home Address:** [redacted] **City:** [redacted] **Zip:** [redacted]  
**Business Address:** \_\_\_\_\_ **City:** \_\_\_\_\_ **Zip:** \_\_\_\_\_  
**Occupation:** \_\_\_\_\_  
**Phone: Office** ( ) \_\_\_\_\_ **Home:** [redacted] \_\_\_\_\_ **Fax:** ( ) \_\_\_\_\_  
**Email:** [redacted] \_\_\_\_\_

**Comments and Special Qualifications:**

Len is a very knowledgeable observer and activist on transportation issues, particularly mass transit. He has been an active member in the Northern Alameda Group for the past year and has shown expertise and leadership in transportation issues. Len is very knowledgeable about the relationship between transportation and climate change / GHG emissions. He is an ardent defender of better mass transit systems.

**Qualifications for Membership:** Each CWC member shall be a resident of Alameda County, shall not be an elected official at any level of government or be a public employee of any agency that oversees or benefits from the proceeds of the Measure B Tax, or have any economic interest in any Project or Program.

**List the organizations to which the individual is an active member:**  
Sierra Club, Northern Alameda County (SF Bay Chapter)

Kent Lewandowski  
Please print name of appointing official

*Kent Lewandowski*  
Signature

**Attachments:**  
Bio or Resume  
Statement of Financial Disclosure (Form 700)



AGENDA ITEM #CC1K  
MEETING DATE: 6/26/08

RECEIVED

APR 25 2008

APPOINTMENT FORM

**PARATRANSIT ADVISORY PLANNING COMMITTEE (PAPCO) ACTIA**

**TO:** ACTIA's Governing Board  
**FROM:** Dorothy W. Dugger, General Manager, San Francisco Bay Area Rapid Transit District  
(Name of appointing agency/official)  
**DATE:** 3/27/08

**I HEREBY APPOINT:** Harriet Saunders

to serve on the Alameda County Transportation Authority's Paratransit Advisory Planning Committee.

Appointee Information:

**Home Address:** \_\_\_\_\_ **City:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Business Address:** \_\_\_\_\_ **City:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Occupation:** \_\_\_\_\_

**Work Phone:** \_\_\_\_\_ **Home Phone:** \_\_\_\_\_

**FAX:** \_\_\_\_\_ **Email:** \_\_\_\_\_

**Qualifications for Membership:** All PAPCO members must be residents of Alameda County and special transportation consumers. Examples of specialized transportation services include paratransit, local senior shuttles, and transportation to meal sites. Paratransit riders include those who use ADA-mandated paratransit services or city paratransit services. In addition to your comments and special qualifications below, please describe the type of specialized transportation service your appointee is currently utilizing.

See attached application for additional qualifications.

This form may be mailed or faxed to Keonnis Taylor, 1333 Broadway, Suite 300, Oakland, CA, 94612

**Questions? Contact:** Naomi Armenta, Paratransit Coordinator, (510) 267-6118, [narmenta@actia2022.com](mailto:narmenta@actia2022.com), Fax: (510) 893-6489.

Dorothy W. Dugger  
**Please print name of Appointing Official**


**Signature**



ACTIA BOARD AGENDA ITEM #3A  
ACTA BOARD AGENDA ITEM #2A  
MEETING DATE: 6/26/08

MEMORANDUM

TO: Authority Members

FROM: Christine Monsen, Executive Director   
Tess Lengyel, Programs and Public Affairs Manager

DATE: June 19, 2008

SUBJECT: Legislative Update

**Recommendation**

Staff recommends positions as listed below.

This item was given concurrence at the Administration/Legislation/Finance Committee meeting on June 11, 2008. Staff will provide verbal update on the Washington D.C. visit at the Board meeting.

**Background**

Attached is a legislative update from Suter, Wallauch, Corbett & Associates highlighting actions on the state budget as it passes through hearings.

**Bill Positions**

Below are bills on which staff recommends positions:

**AB 1221 (Ma) Transit Village developments. Infrastructure financing.**

This bill would increase the area included in a transit village plan up to one-half mile of the exterior boundary of a transit station parcel and would required that a transit village plan financed with an infrastructure financing district to include public benefits for housing that is affordable to vulnerable populations. These populations are not defined, but are listed as seniors, disabled and people with low and moderate incomes. **SUPPORT**

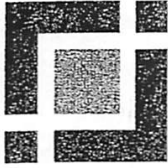
Staff is seeking possible legislation for the use of funds from the sale of excess right of way that relates to excess land from two former ACTA projects. Currently, state statute allows for the use of funds only on state highway projects. Staff recommends that the Board support seeking legislation that would include the use of funds for Local Area Transportation Improvement Programs (LATIP) for replacement sales tax projects, if approved by Caltrans. Currently, staff does not have an author or bill available for this, but is generally seeking support for this effort from the Board to enable the use of excess right of way funds for ACTA/ACTIA replacement projects, regardless of whether they are on the state highway or not. **SUPPORT THIS CONCEPT**

**Fiscal Impact**

Fiscal impact undetermined at this time.

**Attachment A**

**Suter, Wallauch, Corbett & Associates Legislative Update**



**Suter • Wallauch • Corbett  
& Associates**  
Government Relations

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June 19, 2008

TO: Dennis Fay, Executive Director  
Alameda County Congestion Management Agency

FR: Suter, Wallauch, Corbett & Associates

RE: Legislative Update

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***Trudging through the Big Budget Book:*** The Budget Conference committee droned on over the weekend and every day this week, taking action on items upon which both Houses could agree. They finally finish their first run through the 440 page agenda yesterday. We expect they will take one more run through it, attempting to resolve as many issues as possible before turning over the bigger bicker to the Big Five. Or Big Nine. Or Big 14, if you count the experienced budget staffers on all sides that are needed to bring closure.

***Not that we expect closure anytime soon.*** Not a chance.

***Working through the Drill:*** Discussions of the large and small niceties and atrocities of all the plans won't be at the top of the list until inter-House differences are reconciled and moved on to larger negotiations. *For a very readable side-by-side comparison of the Governor's May Revise proposal and the Assembly and Senate spending plans, go to the California Budget Project's competent outline of major differences. Find it by following the links at [www.cbp.org](http://www.cbp.org)*

***Pick your plan - - any plan:*** Specific solutions to big items like school funding, safety net programs, health care, transportation funding will be settled by some version of the four so-called Plans promulgated by each caucus. The short versions of these plans are:

- Assembly Democrats – Solve with cuts, gimmicks, loans and \$6.2 billion in unidentified new revenue.
- Assembly Republicans – Solve with cuts, gimmicks, loans, and more loans, no new taxes.
- Senate Democrats – Solve with targeted cuts, some gimmicks, fewer loans, \$11 billion in new unidentified taxes.
- Senate Republicans – About the same as Assembly, but with fewer considerations of loophole closures. Both R caucuses claim to have balanced budgets.

All of the plans except Senate Dems include iterations of the lottery scheme. Variants in each of the plans sweep all special funds, borrow from Prop 1A and Prop 42, and other ugly options thrown out over the past few months.

***Leverage! Grab that Leverage!*** Before the dust settles late this summer, Republicans may be convinced to close loopholes and even—perish the thought—raise the sales tax on a temporary basis. Such “concessions” won’t come without a hefty price tag for Dems. Look for bargaining points that include limiting labor prerogatives, Workers Comp liability, and various environmental regulations, as well as design build contracting for transportation projects. Bottom line is that the Legislature won’t simply be negotiating on the budget - - they’ll be negotiating on important policy issues held near and dear to partisan hearts on either side of the aisle.

***Those are LINES, not STARS crossing paths.*** Sometime in September, those magic lines between an empty bank account and the mighty state of California’s need to pay bills, juxtapose. Collide. Explode. The Controller and Treasurer’s offices are gearing up for the possibility of having to issue some kind of debt instrument in mid-August. Deputy State Treasurer Paul Rosenthal testified very frankly before the Conference Committee regarding the mixed bag of debt instruments available, and the expense involved in the limited options. The state must either borrow well before it runs out of cash, or risk using Revenue Anticipation Warrants, which commit cash from *next year’s revenues*. Any such borrowing will be on top of the \$10 billion anticipated in the Gov’s May Revise budget. Mortgage fatigue hasn’t set in yet under the big white dome.

***Outside Help.*** Well, we’re not sure if it’s really help, but at least some folks are trying. A “Reform Group” made up of aging fiscal types from outside the legislature is offering up some “new” proposals. This particular group is made up of former Assemblyman-former-Congressman-former-Advisor-to-Kings Leon Panetta, Automobile Club of SoCal CEO Thomas V. McKernan, and the politically hack-ish Bill Hauck, who didn’t solve the problem while he was an official legislative advisor, and probably can’t now.

Together they’re calling themselves “California Forward.” Handily funded with \$16 million from five foundations, California Forward tasks itself solving our Golden State’s constant fiscal chaos.

***Forgive us for being under-whelmed.*** Their stuff so far has been pretty hackneyed – obvious things that should be done now, could have been done before, and can be done in the future. All we need is political will, experienced legislators, a real governor, a policy driven administration, a majority-vote budget provision. It’s not the fault of California Forward for stating the obvious. The points are clear as the noses on our collective face, and have been for a long time. California Forward’s recommendations include:

- Require specific funding source for new or expanded programs
- Regularly examine spending programs to see if they should be revised, reduced, or obliterated
- Create a rainy-day fund

- Modernize the tax system
- Implement multi-year spending plans
- Give more power and responsibility to local governments
- Change the 2/3 vote requirement for passage of a budget

Raise your hands if you haven't heard all the above many times before, and we'll be glad to provide details.

**Transportation Budget:** On the first pass through the transportation items, the Conference Committee stopped, listened to the differences, and moved on. It was of little surprise that the LAO recommended adoption of the Senate's proposal for transit funding. While the Assembly provides a higher level of sorely needed transit operating funds, the Senate reduced the amount of transit operating funds and dedicated additional funds transit capital projects in the STIP in order to avoid internal loans to make the STIP solvent. As in the past, transit and transportation funding will likely be one of the last items resolved.

## LEGISLATION

Bill	Topic	Status	Client-Position
AB 1221 (Ma) A-05/13/2008	Transit village developments: infrastructure financing.	Senate Floor – Third Reading File	ACTIA-Watch CMA-Support In Concept
<p>NOTE: AB 1221 was narrowly approved by the Senate Transportation &amp; Housing Committee and will be heard next by the full Senate.</p> <p>For the purpose of financing transit oriented development improvements this bill would allow a local agency to establish an infrastructure financing district (IFD). Originally, AB 1221 repealed the public vote requirement for establishing an IFD. The vote requirement was reinstated in the Local Government Committee at the urging of Senator Machado.</p> <p>The IFD would dedicate the incremental growth in property tax values to transit improvements, and AB 1221 would also require the local agency to dedicate 20% of the increment to low income housing projects within the district. The bill does not alter the existing exemption for school districts, and the local agency must negotiate with the other taxing jurisdictions before their share, if any, is dedicated to the IFD.</p>			

AB 1954 (Jeffries) A-04/07/2008	High-occupancy toll (HOT) lanes.	06/05/2008-Referred to Com. on T. & H. (06/05/2008-S T. & H.)	ACTIA-Watch CMA-Support
<p>NOTE: This bill would authorize Riverside County to administer and operate a high occupancy toll lane on Interstate 15. This bill will be heard next week by the Senate Transportation Committee.</p> <p>The HOT lane authority granted in this bill follows the process in AB 1467 which established a limited HOT lane demonstration program that allows two project in Northern California and two projects in Southern California. These projects are in addition to authority granted to Alameda, Santa Clara, and San Diego Counties.</p>			
AB 2558 (Feuer) A-06/17/2008	Los Angeles County Metropolitan Transportation Authority: Metropolitan Transportation Commission: climate change mitigation and adaptation fee.	06/17/2008-From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on T. & H. (06/17/2008-S T. & H.)	ACTIA-Watch CMA-Watch
<p>NOTE: <u>AB 1558 was amended this week to add MTC to this bill.</u> The amendments mirror the authority for LAMTA to also allow MTC to seek voter approval to impose a regional "climate change mitigation and adaptation fee." The fee can be either a per gallon fuel fee that cannot exceed 3 percent of the retail price of fuel, or per vehicle fee that fee that cannot exceed \$90 per vehicle.</p> <p>The revenue generated must be used for transit projects and programs and congestion management projects and programs. However, 2/3 of the funds must be used for transit projects and programs. The bill also does not contain a return to source provision.</p>			
AB 2705 (Jones) I-02/22/2008	Local government: Mello-Roos Community Facilities districts: public transit.	Failed passage	ACTA-Watch CMA-Watch
<p>NOTE: AB 2705 failed passage in the Senate Local Government Committee. Reconsideration was granted but it appears unlikely</p>			



	that this bill will move forward this year. This bill would add public transit services to the types of services that may be financed under the Mello-Roos Community Facilities District act.		
AB 2971 (DeSaulnier) A-05/23/2008	Fees: construction of bridges and major thoroughfares: fatality rates.	06/12/2008-Referred to Com. on T. & H. (06/12/2008-S T. & H.)	ACTIA-Watch CMA-Watch
	<p>NOTE: AB 2971 would establish the Fair Share for Safety program. This program would require Caltrans to periodically conduct an annual analysis for fatality rates of all modes of travel and Caltrans is encouraged to apportion federal transportation safety funds in a manner that is proportionate to the rate of fatalities for each mode of travel.</p> <p>This bill would also authorize a local agency to charge a fee for a building permit or approving a final map that would be used to fund transportation facilities, including pedestrian, transit, and traffic-calming facilities.</p>		
AB 3021 (Nava) A-05/07/2008	California Transportation Financing Authority.	06/16/2008-From committee chair, with author's amendments: Amend, and re-refer to committee. Read second time, amended, and re-referred to Com. on T. & H. (06/16/2008-S T. & H.)	ACTIA-Watch CMA-Support If Amended
	<p>NOTE: AB 3021 will be heard in Senate Transportation Committee next week. Earlier this week language was added to require eligible projects to be included in a Regional Transportation Plan that is consistent with the greenhouse gas reduction targets assigned by the Air Resources Board pursuant to AB 32.</p> <p>The bill has been amended to allow Bay Area counties to utilize the California Transportation Financing Authority (CTFA), language was added stating this bill is not intended to interfere with existing HOT authority, and the bill remains permissive.</p> <p>This bill would create the CTFA. The purpose of the Authority is to establish a source for local agencies to publicly finance toll projects and other transportation projects. The goal is for public</p>		

	<p>toll projects to be approved simultaneously by the CTC and the CTFA, with the CTFA responsible issuing bonds and verifying the revenue assumptions. AB 3021 is sponsored by the State Treasure's Office.</p>		
AB 3034 (Galgiani) A-04/21/2008	Safe, Reliable High-Speed Passenger Train Bond Act for the 21st Century.	06/12/2008-Referred to Com. on T. & H. (06/12/2008-S T. & H.)	ACTIA-Watch CMA-Oppose Unless Amended
	<p>NOTE: AB 3034 was approved by the Assembly and now moves to the Senate. This bill makes several revisions to the High Speed Rail Bond currently on the November ballot.</p> <p>While amendments have been made that partially address the amendments proposed by the Alameda CMA dealing with the Altamont Corridor. There is little support for adding \$2 billion to the Act for connectivity projects. While the HSRA supports additional funding, there are concerns that support for the bill will erode if the size of the bond is increased. AB 3034 requires a 2/3 vote and any amendment that would reduce support is being strongly resisted.</p>		
SB 375 (Steinberg) A-03/24/2008	Transportation planning: travel demand models: sustainable communities strategy: environmental review.	01/28/2008-From committee with author's amendments. Read second time. Amended. Re-referred to Com. on APPR. (03/24/2008-A APPR.)	ACTIA-Watch CMA-Watch
	<p>NOTE: SB 375 remains in the Assembly Committee on Appropriations, and numerous sets of amendments continue to be negotiated.</p> <p>This bill makes numerous changes with respect to regional transportation and land use planning, with the overall goal of reducing greenhouse gas emissions attributable to the transportation sector in California. In general, the bill require the larger regional transportation planning agencies to develop more sophisticated transportation planning models, and to use them for the purpose of creating "preferred growth scenarios" in their regional plans that limit greenhouse gas emissions.</p>		

SB 445 (Torlakson) A-05/12/2008	Greenhouse gas mitigation fee.	06/17/2008-Set, second hearing. Hearing canceled at the request of author. (06/09/2008-A TRANS.)	ACTA-Support In Concept (prior version) CMA-Support
<p>NOTE: Highway construction groups opposed provisions in SB 445 that would allow for the local imposition of a gas fee. Concerns were expressed that authorizing the ability to impose local fuel fees would limit voter support for increasing the state's fuel excise tax. In light of the opposition, Senator Torlakson decided to reschedule the hearing of SB 445 in Assembly Transportation Committee. A new hearing date has not been set yet.</p> <p>The bill provides three options for the fee. A fee may be imposed on each vehicle based on the vehicle weight and or the miles per gallon rating of the vehicle. Another fee option fee is to impose per gallon fuel fee. All fee option must be approved by a majority of the voters.</p>			
SB 1507 (Oropeza) A-05/27/2008	Highway construction: school boundaries.	06/17/2008-Set, first hearing. Hearing canceled at the request of author. (06/09/2008-A TRANS.)	ACTIA-Watch CMA-Watch
<p>NOTE: As approved by the Senate, this bill prohibits the California Transportation Commission and Caltrans from authorizing the construction or expansion of a state highway within a quarter mile of a school. However, the bill currently provides the following exceptions:</p> <ul style="list-style-type: none"> <li>• Operational improvements that do not expand the design capacity of a state highway which improve the flow of traffic or reduce congestion at specific locations.</li> <li>• Safety improvements which reduce the severity of collisions on existing highways.</li> <li>• High-occupancy vehicle lanes.</li> <li>• Construction or expansion of state highway facilities that are determined to have a positive air quality impact.</li> <li>• A state highway segment that is a tunnel.</li> </ul>			

SB 1731 (Yee) A-04/23/2008	Vehicles: fees: Metropolitan Transportation Commission: congestion mitigation.	06/18/2008-Set, first hearing. Referred to APPR. suspense file. (06/18/2008-A APPR. SUSPENSE FILE)	ACTIA-Support CMA-Support & Seek Amendments
	<p>NOTE: SB 1731 was placed on the Assembly Appropriations Committee's Suspense File, which is customary for fee bills.</p> <p>This bill would authorize MTC to impose a new \$1 vehicle registration fee for the purpose of implementing congestion mitigation strategies. The bill does not require voter approval of this fee.</p>		



ACTIA BOARD AGENDA ITEM# 3B  
MEETING DATE: 6/26/08

## MEMORANDUM

**TO:** Authority Members

**FROM:** Christine Monsen, Executive Director *CM*

**DATE:** June 19, 2008

**SUBJECT:** Approval of Contracts Resulting from Recent Requests for Proposals

### Recommendation

Staff recommends approval of five contracts, all of which are described in the following staff reports.

### Background

In April 2006, the ACTIA Board adopted a contract procurement policy whereby all annually renewed contracts would be placed on a rotating schedule to open them for competitive selection to increase opportunities for contracting with businesses in Alameda County. In 2007, extensive outreach was performed throughout Alameda County to receive feedback from small and local businesses regarding ACTA and ACTIA's contract equity program. Key feedback included the request for ACTIA to increase contracting opportunities, including unbundling contracts where possible, performing early and extensive outreach, and allowing time for teaming opportunities.

As a result of this feedback, ACTIA performed the following efforts:

- Unbundled one contract into three – this included separating the Project Controls Team contract into three separate contracts: Bicycle and Pedestrian Coordinator Services; Program Fund and Administration Management Services; and Capital Project Delivery Management and Project Control Services.
- Engaged in extensive outreach using both ACTIA's contract equity consultants and media and public relations consultant to send information, notices, and perform calls regarding these opportunities and to inform businesses about specific pre-bid meeting and due dates. In addition, all businesses certified with ACTIA received an early notice letter with information about the RFPs. These efforts were performed in addition to ACTIA's standard newspaper ad notices and web postings.
- Prepared and brought to the Board the draft scopes of work for these services prior to the release of the RFPs. This is not commonly done in public agencies, yet ACTIA staff did so in an effort to allow businesses a clear "head's up" regarding what would be requested when the release of the RFPs occurred. This resulted in businesses having access to the proposed scope of services one month prior to the release of the RFPs. This effectively gave bidders access to the scope of services information from 58 to 72 days prior to the RFP submission deadline. Most RFPs allow significantly less time.

Following is a summary of the additional outreach measures staff took to ensure that the process was open, and to level the playing field for potential proposers.

ACTIA staff met with firms to discuss the potential work scopes prior to release of the RFP. Recognizing that it is difficult to defeat an incumbent that is performing well, staff made every effort to explain the needs of the Authority, in great detail, so that potential proposers would have a clear understanding of the needs of ACTIA.

Advance letters to firms certified with ACTIA were sent out, so that certified vendors would be aware of the upcoming RFPs. In addition, our media consultant contacted Chambers, many of whom in turn advised their members.

The four pre-proposal meetings were all held on the same day to make it easy for firms to attend more than one, since there were two new contracts due to the unbundling of the Project Controls contract. We also set aside a room for teams to meet and discuss teaming opportunities. The sign-in lists as well as the questions and answers were provided on ACTIA's website. The contact lists allowed for additional teaming possibilities after the pre-proposal meetings.

The 98 individuals that attended the 4 pre-proposal meetings represented 88 firms. Of these 88 firms, 24 were included in the valid proposals reviewed and considered, either as the prime or a subconsultant.

The review panels were selected from industry leaders that utilize the types of work being solicited in each of the RFPs. In each case, the number of non-ACTIA reviewers was higher than the number of ACTIA employees. In addition, Mason Tillman Associates reviewed each proposal and calculated the LBE/SLBE goal achievement, as well as participated in the interviews of all except the Investment Advisor interview, due to a scheduling conflict.

Following is a summary of the recommended 5 contracts:

**Investment Advisors – two contracts**

- Chandler & Associates: not local, woman-owned firm
- PFM: LBE
  - Backstrom McCarley & Berry: SLBE

**Program Fund and Administration Services**

- Acumen Building Enterprises: VSLBE (also DBE/MBE)
  - Publications Design: (woman-owned)
  - VSCE: VSLBE

**Capital Project Delivery Management and Project Controls Services**

- Bay Area Program Management Group: SLBE
  - Acumen Building Enterprises: VSLBE (also DBE/MBE)
  - Associated Right of Way Services: certified as SLBE after proposal due
  - Axis Consulting Engineers: (DBE/MBE)
  - Zurinaga and Associates: (Hispanic-owned non-local business)
  - Circle Point: SLBE
  - Ogren Consulting
  - Nancy Whelan and Associates: (DBE/WBE)
  - Karen Miller: local woman
  - Jones & Stokes: LBE
  - Publications Design: SLBE

**Bicycle and Pedestrian Coordination Services**


- Rochelle Wheeler Pedestrian and Bicycle Planning: VSLBE
  - Celia Chung: small, (woman owned)
  - Eisen I Letunic: SLBE
  - Lohnes + Wright: SLBE



ACTIA BOARD AGENDA ITEM# 3B-1  
MEETING DATE: 6/26/08

## MEMORANDUM

**TO:** Authority Members

**FROM:** Christine Monsen, Executive Director   
Anees Azad, Finance and Administration Manager

**DATE:** June 19, 2008

**SUBJECT:** Approval of Contract for Investment Advisor Services

### Recommendation

Staff recommends approval of the two contracts (PFM and Chandler) for Investment Advisor Services and authorization to finalize contracts with both the firms, issue a Notice-to-Proceed for a not to exceed annual contract amount of \$120,000 for each contract, for a two year term with options to renew for additional years.

This item was given concurrence at the Administration/Legislation/Finance Committee meeting on June 11, 2008.

### Summary

At its January 2008 meeting, the Board approved a Request for Proposal for Investment Advisor Services. The RFP was released on January 29<sup>th</sup>, a pre-proposal meeting was held on February 14<sup>th</sup>, and three firms submitted proposals (Chandler Asset Management, PFM Asset Management and Lion Capital Management). At the first review, Lion Capital failed to achieve the minimum 70 % score, which left Chandler and PFM as the two finalists. On April 28<sup>th</sup>, 2008 these two firms were interviewed and scored by a panel of regional financial officers. The final scores for Chandler and PFM were 183 and 172, out of a possible 200 points. Please see summary score sheet on the following page.

Staff proposes to continue with the two firms as competing investment advisors (as we have since the investment services were brought in-house in 2004). This set-up allows for a healthy competition between the two firms and benefits the Authority with two sources of financial advice in today's very complex credit market.

The contact amount is based on a percentage of the amount invested (about 9 basis points) and the vendor will be evaluated based on policy compliance.

Neither firm reported any Levine Act conflicts.

### Fiscal Impact

This recommendation would authorize a not to exceed budget of \$240,000. The contract payments will be based on the amount of funds invested.

Interview & Final Evaluation Cumulative Scoring												
Project: INVESTMENT ADVISORS INTERVIEW SCORING - ACTIA RFP#08-04												
Date: April 28, 2008												
	Max Score	Chandler Asset Management					PFM Asset Management					
		Interviewer 1	Interviewer 2	Interviewer 3	Average Score	Non-Voting Interviewer	Interviewer 1	Interviewer 2	Interviewer 3	Average Score	Non-Voting Interviewer	
<b>PRESENTATION</b>												
Project Understanding and Approach	15	15	15	15	15		15	15	10	13.33		
Qualifications of Project Manager	10	10	10	10	10		10	10	10	10		
Qualifications of Key Staff	20	15	20	20	18.33		15	20	20	18.33		
Previous Experience and Knowledge	30	25	30	30	28.33		25	25	25	25		
Clarity, thoroughness and organization of presentation	10	10	10	10	10		10	10	10	10		
<b>INTERVIEW QUESTIONS and RESPONSES</b>												
Project Manager Qualifications and Responsiveness	30	25	30	30	28.33		20	25	25	23.33		
Evidence of team member qualifications and communication skills	25	20	25	25	23.33		20	20	20	20		
Strong demonstration of unique qualifications to perform work	20	20	20	20	20		20	15	20	18.33		
Team strongly demonstrates understanding of ACTIA needs	20	18	20	20	19.33		15	15	15	15		
LBE/SLBE Participation (10 pts LBE/10 pts SLBE)	20						10	10	10	10	10	
<b>Interview Total</b>	<b>200</b>	<b>158</b>	<b>180</b>	<b>180</b>	<b>172.7</b>		<b>160</b>	<b>165</b>	<b>165</b>	<b>163.3</b>	<b>10</b>	
Reviewer's Ranking (Please rank 1 to 2)												
<b>TO BE COMPLETED BY ACTIA STAFF</b>												
<b>FIRM REFERENCES</b>												
References	10	10	10	10	10	10	9	9	9	9	9	
<b>TOTAL EVALUATION</b>	<b>210</b>	<b>168</b>	<b>190</b>	<b>190</b>	<b>182.7</b>	<b>10</b>	<b>169</b>	<b>174</b>	<b>174</b>	<b>172.3</b>	<b>19</b>	
<b>FINAL RANKING (Please rank 1 to 2)</b>	Rank	2	1	1	1		1	2	2	2		





ACTIA BOARD AGENDA ITEM# 3B-2  
MEETING DATE: 6/26/08

**MEMORANDUM**

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**TO:** Authority Members

**FROM:** Christine Mosen, Executive Director *W*  
Tess Lengyel, Programs and Public Affairs Manager

**DATE:** June 19, 2008

**SUBJECT:** Program Fund and Administration Services - Approval of Contract and Authorization to Proceed

**Recommendation**

Staff recommends approval of the entering into a one-year contract with Acumen Building Enterprises, Inc. for Program Fund and Administration Services and authorization of a Notice to Proceed for a not to exceed contract amount of \$500,000.

This item was given concurrence at the Administration/Legislation/Finance Committee meeting on June 11, 2008.

**Summary**

At its January 2008 meeting, the Board approved a Request for Proposal for Program Fund and Administration Services. An RFP was released on January 29<sup>th</sup>. ACTIA staff held a pre-proposal meeting on February 14<sup>th</sup> and 29 consulting firms signed in for a presentation of this particular RFP.

The proposals were due to the Authority on March 7, 2008. One firm submitted a proposal within the required time listed in the RFP: Acumen Building Enterprise, Inc. This firm was interviewed on May 5, 2008, and at the May Board meeting, the Board approved authorizing staff to negotiate a contract. This recommendation is to approve a contract with Acumen Building Enterprise, Inc. Acumen will serve as a prime consultant on this contract, a new role for them with ACTIA. The Acumen Team also includes two subconsultants, Julia Drake Chung, and VSCE. All consultants on this team are certified as 100% small, local businesses

Attachment A includes a summary of the scope of services for this contract. The team will include two full-time assistants and one half-time project manager. This contract includes services that were previously included under the Project Controls Team in prior years for programs support, general office support and additional meeting support services. The budget for this contract includes all tasks specified in the RFP as well as additional assistance to perform work that would normally have been done by ACTIA's Programs Coordinator. Due to an unfortunate car accident, ACTIA's Programs Coordinator has been out of the office since February 2008 and will re-enter the workforce in the coming fiscal year. Additional services to assist with the Programs Coordinator workload are included in this contract, and will be used on an as needed basis. This contract will be implemented in coordination with the Bicycle and Pedestrian Coordination Services and the Paratransit Coordination Services teams.

Acumen and its subconsultants have not reported any Levine Act conflicts.

**Background**

ACTIA staff and a review panel evaluated the proposal using the criteria outlined in the RFP and conducted an interview on May 5, 2008. The Proposal Review Committee and Selection Committee consisted of representatives from the Contra Costa Transportation Authority, AC Transit, VTA, Caltrans, ACTIA staff and Mason Tillman Associates. Mason Tillman Associates (MTA) was an ex-officio member. As an ex-officio member, MTA evaluated and scored all proposals as well as provided scores during the interview, but their scores were not included in the final ranking. The Interview Panel consisted of the same members as the proposal review team. The services included in this contract include many of those provided previously under the Project Controls Team in prior years, including some additional new tasks, such as full maintenance of the ACTIA website, database development and management, additional support services on grant calls for projects, management and tracking of grants, general program-wide support and on-call services.

**Fiscal Impact**

This recommendation would authorize a not to exceed budget of \$500,000. The contract will be implemented on a time and materials billing basis. ACTIA's Finance and Administration Manager has evaluated this contract amount against the 4.5% administrative cap. These services combined with all other services are within the cap.

**Attachment A**  
**Summary of Scope of Services**

## **Attachment A: Overview Summary of Acumen Building Enterprise, Inc. Scope of Services**

To support the Alameda County Transportation Improvement Authority (ACTIA) in its efforts to deliver high-quality programs throughout Alameda County, Acumen Building Enterprise, Inc. (Acumen) has developed a professional team of eager, knowledgeable, and highly-skilled individuals to provide Program Fund and Administration (PFA) Services. Team members include Acumen core staff members Jef Nazareno, Tamara Halbritter, Seung Hyun Cho, and Karen Hale; Acumen support staff; and subcontractors Julia Drake-Chung of Publications Design and Gerald Cauthen of VSCE, Inc. Acumen's expert PFA Services Team will assist ACTIA in the following programmatic elements:

- Mass transit
- Local streets and roads
- Bicycle and pedestrian safety
- Special transportation for seniors and people with disabilities (paratransit)
- Transit Center development

In addition, the team will provide general support services and as needed on-call services. The PFA Services Team will manage and perform the following six tasks and working closely with the Authority.

### **Task 1 – Programs Pass-through Funds and Grant Support**

- A. Programmatic pass-through funds support
- B. Programmatic grant support
  - 1. Review and evaluation of grant procedures
  - 2. Develop Call for Projects for grants
  - 3. Programmatic grant agreement development and implementation
  - 4. Grant project reporting, tracking, and filing
  - 5. Transit Center Development Program support
  - 6. Grant writing and implementation

### **Task 2 – Programs Administrative Support**

- A. Refine and develop definitions, procedures, and policies for all programmatic elements, as needed
- B. Prepare and amend agreements for services as needed

**Task 3 – Reports and Publications.** Develop and provide information and/or maintenance for the following ACTIA publications and information materials:

- A. Program progress reports
- B. Newsletters
- C. Annual report
- D. Programmatic grant project fact sheets
- E. Other publications
- F. Web site

**Task 4 – Meeting Preparation and Attendance.** Provide all support services for community advisory committees, the Board, and other meetings as necessary as directed by ACTIA.

**Task 5 – General Programwide Support .** These services will include as needed administration, event preparation, presentations, packages, graphic support, research, coordination with other consultants, etc.)

**Task 6 – On-call Services.** These services will be on an on-call basis as needed by ACTIA.


- A. On-call administrative support
- B. On-call professional services
  - 1. Graphics support
  - 2. Expenditure Plan Amendments support
  - 3. Environmental consultation
  - 4. Other on-call services



ACTIA BOARD AGENDA ITEM #3B-3  
MEETING DATE: 06/26/2008

## MEMORANDUM

**TO:** Authority Members

**FROM:** Christine Monsen, Executive Director   
Arthur Dao, Deputy Director

**DATE:** June 19, 2008

**SUBJECT:** *Capital Project Delivery Management and Project Control Services (RFP 08-01) – Approval of Professional Services Agreement and Contract Budget*

### Recommendation

Staff recommends that the Board approve the professional service agreement with the firm of Bay Area Program Management Group, LLC. (BAMPG), to provide the Capital Project Delivery Management and Project Controls Services necessary to deliver projects in the Measure B capital programs. It is also recommended that the Committee approve a contract budget in an amount not-to-exceed \$1,750,000.

The Administration/Legislation/Finance Committee unanimously approved this item at its meeting on June 11, 2008.

The Committee requested staff to provide the list of subconsultant firms participating in the project controls contract, and this information is provided in this staff report.

### Summary

Last month the Authority Board approved the selection of BAPMG as the top-ranked firm for contract negotiations after a 4-month long competitive consultant selection process. This process began with extensive business outreach activities beginning in November of 2007 that was followed by the issuance of the request for proposals (RFP) at the end of January of 2008. The pre-proposal meeting was held in February in advance of the proposals submission in mid-March 2008. After the proposals were thoroughly evaluated by a diverse and independent consultant selection panel, the Board approved the short-listed firms for interview in April that allowed for interviews to be held in early May. Again, at the unanimous recommendation of the voting members of the consultant selection panel, in late May, the Board approved the selection of BAPMG as the top-ranked firm for the Project Delivery Management and Project Controls Services contract for fiscal year 2008-09.

Staff has completed contract negotiations with the approved selected firm and request approval of a contract budget in an amount not-to-exceed \$1,750,000. This contract budget will provide the resources for the following key tasks:

- Project Delivery Management
- Project Controls and Strategic Plan Development
- Capital Program Administration Support
- Funding Agreements and Professional Services Contracts Management
- Project Delivery and Funding Policy Development
- Technical On-Call Services

BAPMG and its subconsultants have not reported any Levine Act Conflicts.

**Background**

Traditionally, the project control team functions as an extension of Authority staff in managing the delivery of Measure B projects and assisting in the overall implementation and administration of Measure B Program. The project controls team also functions as the Authority's representative to coordinate with project sponsors during the planning, design, and construction of Measure B projects to ensure that quality projects are delivered within budget, schedule, and scope. The project controls team assists Authority staff in preparing reports and documentation to provide status and progress of Measure B project activities. These documents include staff reports for Committees and Board meetings, monthly project status reports, as well as the critically important annual strategic plan. The team also provides technical assistance such as design reviews and construction claim support.

**Scope of Services** – The new contract provides services in six areas:

**Project Delivery Management** – The consultant project managers will review projects on a regular basis to ensure that project delivery is advancing, that the delivery plan conforms to policies adopted by the Authority and to alert Authority staff of potential problems. The consultant project managers will serve as the day to day contacts with the project sponsors and will alert Authority staff to policy and funding issues that arise on projects that require timely staff input. The project manager will evaluate projects to ensure that the following items are addressed and will make necessary recommendations for design or schedule revisions:

- Project continues to advance to completion on a timely schedule
- major issues are identified and actions identified to resolve the issues
- environmental and full-funding milestones are met
- reports and plans are submitted at project milestones
- schedule and funding plan revisions are reported
- cost estimates are reasonable and funding is available to complete the project
- right-of-way acquisition plans are submitted and proceed on schedule
- utility relocation requirements are met
- construction is monitored for budget and schedule adherence
- ensure environmental mitigations are addressed in the project

**Project Controls and Strategic Plan Development** – The consultant team will complete the annual Strategic Plan Update process for ACTA and ACTIA. The process includes the following activities:

- Evaluation and discussion session to assess and suggest areas of improvement for Strategic Plan. Long-term financial strategies, including bonding for delivery of the capital projects will be included;
- Soliciting the annual Strategic Plan funding requests from the Project Sponsors;
- Compiling current scope, cost, funding, and schedule information from each project sponsor;
- Working with the Authority's finance department to incorporate revenue assumptions, debt financing considerations, and other information;
- Rolling up the individual project Measure B cash flow schedules into a Capital Projects Program cash flow schedule;
- Preparing the Draft and Final versions of the Strategic Plan Update for review and approval by the Authority staff and Board;
- Identifying funding agreements and/or contracts that require amendments;

***Alameda County Transportation Improvement Authority  
Capital Project Delivery Management and Project Controls Services  
Approve Professional Services Agreement and Contract Budget***

***June 19, 2008***

***Page 3***

- Coordinating with the Authority's PCS administrator to incorporate the Strategic Plan Update information into the PCS; and
- Assisting Authority staff with the publishing and distribution of the Strategic Plan Updates.

The strategic plan task includes preparation of individual project and overall program financial plans as well as projections of expenditures for both ACTA and ACTIA programs.

The consultant team will provide updated project budgets to ensure the Authority Project Controls System database contains accurate project information. The consultant could also assist the Authority with the following activities, on an as-needed basis:

- Advising the Authority on reporting tools using the PCS, including reports used for project management, status reporting, fact sheets, expenditure analysis, and other purposes;
- Assisting with the development and implementation of a data collection and retrieval system based on our experience with Measure B project sponsors;
- Reviewing reports produced by the PCS for adequacy, accuracy, and consistency and providing feedback;
- Establishing the PCS as the central repository for Measure B encumbrances to projects and project phases by consolidating and verifying current funding agreement commitments by fiscal year and in total;
- Establishing the PCS as the central repository for Measure B allocations approved by the Board, typically in the Strategic Plan, and developing a method for checking Measure B encumbrances against allocations;
- Developing program-level reports for actual and future revenues, allocations, encumbrances, and expenditures on a yearly basis;
- Establishing methods for program-level trend analyses and reporting for revenues and expenditures on a yearly basis using the same database program as the PCS (currently MS Access);
- Enhancing the PCS to track non-Measure B funds programmed and expended on Measure B projects.
- Participating in technical and policy-level activities and recommending methods to enhance adherence to approved budgets and schedules;
- Conducting monthly meetings to review the project schedule and budget with Authority staff;
- Preparing quarterly updates of the ACTA and ACTIA fiscal year budgets for capital projects on an accrual basis;
- Assisting the Authority and its auditors, as directed, during audits;
- Preparing quarterly updates of cash flow summaries for the ACTA and ACTIA capital programs showing actual expenditures combined with forecast expenditures, and segregating expenditures of currently encumbered Measure B funds from expenditures of non-encumbered Measure B funds; and
- Optimizing the cash flow for Measure B projects with non-Measure B funding to leverage the other funds to the maximum benefit of the Authority.
- Establishing agreed upon "baseline" budgets, estimates, funding plans, and schedules for future project monitoring;
- Coordinating with project sponsors to maintain current project information related to scope, cost, funding, and schedule for use in the PCS;
- Preparing and updating project financial plans that show actual and forecast project expenditures against project fund sources, including Measure B, by project phase and fiscal year. Updates shall include a summary of variances from the previous update and/or the baseline;

***Alameda County Transportation Improvement Authority  
Capital Project Delivery Management and Project Controls Services  
Approve Professional Services Agreement and Contract Budget***

***June 19, 2008***

***Page 4***

- Preparing and updating detailed critical path schedules for projects managed directly by the Authority. Updates shall include a summary of variances from the previous update and/or the baseline;
- Monitoring project schedules prepared by engineering consultants or project sponsors and ensuring that schedules are current and satisfy contract and funding agreement requirements;
- Maintaining a current project description for project reporting and pursuing non-Measure B funding. Changes from the baseline project description will be specifically noted when updated;
- Reviewing project cost estimates for consistency with current cost trends identified in the program-wide activities, and recommending alternatives to balance proposed expenditures with budgets;
- Preparing cost reports and graphs in a format acceptable to the Authority that include fund sources identified to cover the anticipated costs;
- Assisting the Authority and project sponsors with compliance with all requirements related to non-Measure B funding;
- Preparing project progress reports and program-wide "roll up" reports that summarize overall progress including cost loading for Measure B cash flow; and
- Preparing and maintaining project delivery plans that identify the number of contracts anticipated for each phase, issues related to coordination between contracts or phases, and the number of contracts subject to the Authority's Local Business Contract Equity Program.

***Capital Program Administration Support*** – The consultant team will assist Authority staff will develop monthly reports, semi-annual Capital Projects reports, project fact sheets, and quarterly newsletter submission. The consultant team will attend all Authority Committee and Board meetings to ensure continuity in report preparation and follow-through on action items. In addition the consultant team will provide services in the following areas:

- ***Administrative*** – organize and maintain the filing system and library for the Measure B projects.
- ***Public Outreach*** – organize and conduct project-related meetings, tours, open-houses, and ground-breaking ceremonies as required. The Team will prepare responses to requests for information from the public, the media, and public agencies for the Authority staff and will prepare project-related newsletters to engage the general public on projects as required for their respective projects.
- ***Local, Regional, and State Agency Coordination*** – attend local and regional board meetings where decisions are being made on their respective projects and will review project-related programming and planning documents. The Program Manager will track the regional planning and programming efforts that affect the Measure B capital program; while project managers will be responsible for tracking decisions that are directly related to their projects.
- ***Project Close-out and Right-of-Way*** – use the refined project close-out and right-of-way procedures as projects are completed to ensure that all projects are closed out in accordance with funding requirements.
- ***General administration tasks*** – meet with Authority staff as necessary to complete the following: schedule tasks; discuss upcoming Administration/Legislation/ Finance Committee, Work Program Committee and Board reports; discuss priorities of on-going and upcoming work; address miscellaneous unscheduled/unplanned work that needs to be accomplished in a short timeframe; transfer information and requests between Authority staff and the project coordinators; and the necessary work effort in the execution of this agreements.



Funding Agreements and Professional Services Contracts Management – The Team will coordinate with project sponsors and provide drafts of Project Specific Agreements, Professional Services Contracts and Caltrans Cooperative Agreements, reviewed by Legal Counsel, for the following capital projects.

Project Delivery and Funding Policy Development -- The Team will review the Authority's current guidelines, policies, and procedures related to the programming, allocation, and reimbursement of Measure B funding to identify areas needing refinement to lend greater control to the Authority as the funding agency, while providing flexibility for the Project Sponsors. The Team will complete the proposed revisions to existing Authority guidelines, policies, and procedures and will address any additional changes that are identified in this fiscal year. This effort could include developing a new Expenditure Plan for an extension of the existing sales tax as an on-call service.

Technical On-Call Services -- The scope of work for on-call services may include, but not be limited to, the following:

- Prepare Strategic Plan Amendments – technical and graphical assistance for any proposed amendments to the 2008/2009 Strategic Plan.
- Assist with Expenditure Plan Amendments -- technical assistance for Amendments to the 2000 Expenditure Plan.
- Assist with Project Controls System (PCS) -- assist Authority staff with any refinement or further development of the Project Controls System (PCS) database.
- Technical Review -- perform technical reviews and increased work product oversight at key milestones and key submittals during project delivery. The on-call peer review and technical support team is organized to cover all phases of transportation program implementation. The efforts for this task may include:
  - Review of Project Study Reports (PSR), Project Reports (PR), Environmental Documents and Preliminary Engineering Evaluation Report (PEER);
  - Review of 35%, 65%, and 100% design submittals;
  - Value engineering exercises;
  - Peer reviews; and
  - Constructability reviews.
- Right-of-Way Consultation -- provide right-of-way consultation on an on-call basis. This effort may include, but is not limited to, the following:
  - Provide independent appraisals of City, County and State owned properties;
  - Assist with reviews and responses to other agencies on right-of-way issues such as BART, UPRR, etc.;
  - Assist with right-of-way transfer; and
  - Other right-of-way tasks as directed by the Authority.
- Environmental Consultation -- provide environmental consultation on an on-call basis. This effort may include, but is not limited to, the following:
  - Provide opinion or verification on appropriate environmental document;
  - Assist with the facilitation of environmental document review; and
  - Other tasks as directed by the Authority.
- Contract Change Order and Construction Claim Review -- provide Contract Change Order and Construction Claim Review technical support on an on-call basis.

**Alameda County Transportation Improvement Authority  
 Capital Project Delivery Management and Project Controls Services  
 Approve Professional Services Agreement and Contract Budget**

June 19, 2008

Page 6

- Graphics – Provide graphics assistance for the Authority website, with direction and oversight of Authority staff. Provide graphics assistance for the Capital Project Fact Sheets on a semi-annual basis.
- Other On-Call Services – provide other services, including administrative services, on an on-call basis.

**Contract Budget**

	TASK	TOTAL BUDGET
1	Project Delivery Management	\$766,380
2	Project Controls & Strategic Plan	\$221,720
3	Capital Program Administration	\$349,780
4	Funding Agreements and Professional Services Agreements	\$91,980
5	Project Delivery & Funding Policy Development	\$49,900
6	On-Call Services	\$160,000
	Miscellaneous Expenses	\$110,240
	<b>Total</b>	<b>\$1,750,000</b>

**Historic Project Control Budgets** -- The following table provides information project controls budgets over the past several years.

YEAR	CONTRACT AMOUNT	YEAR	CONTRACT AMOUNT
FY 96/97	\$928,748	FY 02/03	\$2,300,000
FY 97/98	\$851,000	FY 03/04	\$2,157,120
FY 98/99	\$1,001,778	FY 04/05	\$2,200,000
FY 99/00 (13-month)	\$885,000	FY 05/06	\$2,200,000
2000 (6-month)	\$471,000	FY 06/07	\$2,576,083
FY 00/01	\$1,055,000	FY 07/08	\$2,211,952
FY 01/02	\$1,900,000	FY 08/09 (Proposed)	\$1,750,000

**LBE/SLBE Participation** -- BAPMG is a certified small local business enterprise (SLBE) in Oakland and their proposal included a commitment to 80% local business enterprise (LBE) and 78% SLBE participation, which exceeds the Authority LBE/SLBE goals of 70% and 30%, respectively. In addition, BAPMG is comprised of small businesses that are minority and woman-owned businesses. Subconsultants that are on the BAPMG team include the following firms:

FIRM	FIRM RESPONSIBILITIES	BUSINESS STATUS
Bay Area Program Management Group, LLC	Prime Consultant – Program Management, Project Coordination, Program Coordination	Small Local Business Enterprise (SLBE)
Acumen Building Enterprise, Inc.	Subconsultant – Administration	Very Small Local Business Enterprise

**Alameda County Transportation Improvement Authority  
 Capital Project Delivery Management and Project Controls Services  
 Approve Professional Services Agreement and Contract Budget**

June 19, 2008

Page 7

		(VSLBE), Small Local Emerging Business Enterprise (SLEB), Disadvantaged Business Enterprise (DBE), Minority Business Enterprise (MBE)
Associated Right of Way Services, Inc.	Subconsultant -- Right-of-way and utility consultation (on-call)	SLEB, pending SLBE
Axis Consulting Engineers	Subconsultant -- Project Coordination	MBE, DBE
Zurinaga and Associates	Subconsultant -- Project Funding Policy	Hispanic-owned Business
Circle Point	Subconsultant -- Public Outreach (on-call)	SLBE, SLEB
Ogren Consulting, Inc.	Subconsultant -- Project Coordination, QC (on-call)	
Nancy Whelan and Associates	Subconsultant -- Capital Program Strategic Planning Financial Consulting	DBE, Woman-owned Business Enterprise (WBE)
Karen Miller	Subconsultant -- Administration (on-call)	Karen Miller
Jones & Stokes, Inc.	Subconsultant -- Environmental Consultation (on-call)	SLEB, Local Business Enterprise (LBE)
Publications Design	Graphics (on-call)	SLBE, SLEB

**Levine Act** – BAPMG and its subconsultants have reported no conflict with the Levine Act.

**Fiscal Impact**

Approval of this recommendation would obligate \$1,750,000 in Measure B funds for the contract. This amount would be included in the Annual Operating Budget for FY 2008-09.

ACTIA BOARD AGENDA ITEM# 3B-4  
MEETING DATE: 6/26/08



**MEMORANDUM**

**TO:** Authority Members

**FROM:** Christine Monsen, Executive Director *W*  
Tess Lengyel, Programs and Public Affairs Manager

**DATE:** June 19, 2008

**SUBJECT:** Bicycle and Pedestrian Coordination Services - Approval of Contract and Authorization to Proceed

**Recommendation**

Staff recommends approval of entering into a one-year contract with Rochelle Wheeler, Pedestrian and Bicycle Planning, for Bicycle and Pedestrian Coordination Services and authorization of a Notice to Proceed for a not to exceed contract amount of \$300,000.

This item was given concurrence at the Administration/Legislation/Finance Committee meeting on June 11, 2008.

**Summary**

At its January 2008 meeting, the Board approved a Request for Proposal for Bicycle and Pedestrian Coordination Services. An RFP was released on January 29<sup>th</sup>. ACTIA staff held a pre-proposal meeting on February 14<sup>th</sup> and 14 consulting firms signed in for a presentation of this particular RFP.

The proposals were due to the Authority on February 29, 2008. One firm submitted a proposal: Rochelle Wheeler and Team. This firm was interviewed on March 25, 2008, and at the April Board meeting, the Board approved authorizing staff to negotiate a contract. This recommendation is to approve a contract with Rochelle Wheeler, Pedestrian and Bicycle Planning. Rochelle Wheeler will serve as a prime consultant on this contract, a new role for her with ACTIA. The Rochelle Wheeler Team also includes two subconsultants, Eisen|Letunic and Lohnes + Wright. All consultants on this team are certified as 100% small, local businesses

Attachment A includes the scope of services for this contract. The team will include a prime bicycle and pedestrian coordinator and one assistant, as well as two subcontractors to perform on-call services. This contract includes services that were previously included under the Project Controls Team in prior years for bicycle and pedestrian coordination services. The budget for this contract includes all tasks specified in the RFP as well as additional assistance to perform specific on-call services as needed. Implementation of this contract will be in coordination with the Program Fund and Administration Services Contract.

Rochelle Wheeler and the subconsultants on this team have not reported any Levine Act conflicts.

**Background**

ACTIA staff and a review panel evaluated the proposal using the criteria outlined in the RFP and conducted an interview on May 5, 2008. The Proposal Review Committee and Selection Committee consisted of representatives from the City of Fremont, the Alameda County Congestion Management Agency (ACCMA), ACTIA's Bicycle and Pedestrian Advisory Committee, ACTIA staff and Mason Tillman Associates. Mason Tillman Associates (MTA) is an ex-officio member.

As an ex-officio member, MTA evaluated and scored all proposals as well as provided scores during the interview, but their scores were not included in the final ranking. The Interview Panel consisted of the same members as the proposal review team with the exception of the ACCMA due to scheduling conflicts. Some of the services included in this contract were previously provided under the Project Controls Team in prior years. New services are included in this contract to expand the bicycle and pedestrian coordination and implementation efforts in the county. These include developing and implementing new programs, advocating and supporting increased funding for non-motorized transportation, and further promoting the bicycle and pedestrian plans adopted by ACTIA and the ACCMA. In addition, professional on call services have been included to provide more data on bicycle and pedestrian usage, collisions and to update the on-line version of ACTIA's Pedestrian Toolkit. Mapping is also included as an on-call service.

**Fiscal Impact**

This recommendation would authorize a not to exceed budget of \$300,000. The contract will be implemented on a time and materials billing basis. ACTIA's Finance and Administration Manager has evaluated this contract amount against the 4.5% administrative cap. These services combined with all other services are within the cap.

**Attachment A**  
**Scope of Services**

***BICYCLE AND PEDESTRIAN COORDINATION SERVICES***  
***DRAFT SCOPE OF WORK***  
***(VER. 05-28-08)***

**Task 1 – Bicycle and Pedestrian Fund Administration**

***1A. Programmatic Pass-Through Funds Administration***

Consultant will coordinate the administration of the 75% pass-through funding. This task will ensure that the pass-through funds are being utilized as intended and allow the full impact of this significant Measure B investment in bicycling and walking to be understood and shared with the public. The Consultant will perform in a technical role, and it is expected that the PFAM team and/or ACTIA staff will provide support and administration for this task.

Specifics tasks will include:

- Provide recommendations on the Annual Compliance Report form questions regarding the pass-through funding.
- In collaboration with ACTIA staff and consultants, develop a streamlined and effective tracking system or database for the projects completed by jurisdictions. Enter data from all previous years into the system. (It is anticipated that future data will be entered by the PFAM team, or through an automated web form.)
- Review bicycle/pedestrian sections of the jurisdictions' 2007/08 Compliance Reports and ensure that all completed and future projects are included on the jurisdictions' prioritized projects list.
- Develop recommendations for the guidelines and policies for the use of the pass-through funds.
- Provide recommendations for posting pass-through guidelines on ACTIA website.
- Provide recommendations for mapping, if deemed beneficial.

***Deliverables:***

- Recommendations on: Annual Compliance Report form questions, web-based forms for jurisdictions to enter data, pass-through guidelines and policies, web-posting, and mapping.
- An efficient tracking system or database and an up-to-date log of completed projects funded by pass-through funds.

***1B. Countywide Discretionary Fund Bicycle and Pedestrian Grant Program Implementation***

Consultant will implement the Countywide Discretionary Fund grant program, as described in the subtasks below, and in a manner that will maximize the impact of the Measure B dollars on implementing the priorities in the Bicycle and Pedestrian Plans. Consultant will work in close partnership with the new PFAM team. It is assumed that the PFAM team will be responsible for tracking and maintaining systems, and providing administrative support for the grant program, and that Consultant will focus on technical tasks, such as developing technical guidance, evaluating the program,

handling project sponsor questions, and ensuring the overall completion of a successful grant cycle.

***1B1. Review and Evaluate Bicycle and Pedestrian Grant Procedures***

Consultant will coordinate with the PFAM team on reviewing current grant procedures and policies related to the bicycle/pedestrian program, including all aspects of the call for projects, agreement formats, grant tracking, etc. It is expected that the PFAM team will lead this task, and that, upon request, Consultant will provide recommendations to the PFAM and ACTIA staff on establishing and/or improving fund procedures, guidelines, and protocols.

**Deliverables:**

- Recommendations on improvements to the grant funding procedures and policies, up to the available task hours.

***1B2. Grant Funding Cycle #4***

Consultant will coordinate and implement all aspects of the grant funding cycle, including coordinating with any other countywide grant funds, such as the Regional Bicycle Pedestrian Program, that may be bundled with the CDF call for projects. Consultant will suggest refinements, as needed, to the grant program to create improved efficiency and effectiveness. Consultant will proactively work with prospective project sponsors, to ensure that the Pedestrian and Bicycle Plans' priorities are implemented. Administrative support for the implementation of the grant cycle is understood to be provided by the PFAM team and by ACTIA staff.

**Deliverables:**

- Consultant will develop all written materials needed to implement the grant cycle including final program guidelines, application scoring materials, application content (formatting to be completed by PFAM team), application support materials for sponsors, evaluation tools and materials for BPAC, and staff reports for BPAC, ALF and Board.
- Consultant will coordinate and implement all aspects of the grant funding cycle including assistance with organizing one pre-application workshop, BPAC application review and scoring, BPAC tour of projects, and coordination with project applicants.
- Consultant will review and score all submitted applications.

***1B3. Grant Agreement Development***

Consultant will assist with the development of grant agreements for the projects funded in the funding cycle #4. This will include writing project descriptions, attending project sponsor meetings on grant agreement requirements, and reviewing and providing input on draft agreements. It is assumed that the PFAM team will develop the draft agreements, will coordinate with project sponsors on their review and approval of the agreements, and will execute the agreements.

**Deliverables:**



- Written project descriptions for up to 15 grant funding agreements, and if more are needed, up to the available task hours.
- Review and input on up to 15 draft agreements, and if more are needed, up to the available task hours.

***1B4. Grant Project Reporting, Tracking and Sponsor Support***

Consultant will ensure successful project delivery by reviewing all progress reports, grant amendment requests, final reports and invoices. Upon request, consultant will work with project sponsors to support project implementation and will respond to informational questions and requests related to projects. Consultant will provide project knowledge to the PFAM team to assist with grant tracking. It is assumed that the PFAM will be the lead on tracking grants and collecting all grant-required documentation from project sponsors.

**Deliverables:**

- Consultant will provide summaries of the status of all grant-funded projects semi-annually.

**Task 2 – Reports and Publications**

Consultant will prepare clearly written bicycle/pedestrian informational materials which will expand the public, agency and elected official knowledge of bicycle/pedestrian needs in the County and the impact of the Measure B funds.

***2A. Bicycle/Pedestrian Pass-Through Summaries***

Consultant will prepare summary documents showing how the pass-through funds have been spent in the previous year, and to date.

**Deliverables:**

- Consultant will create a written summary of how the pass-through funds were spent in the previous reporting year, and to date. This will include one draft outline, two draft versions, and a final version.
- Consultant will make recommendations on the types of summary lists to post on the web and make available in hard-copy (for example, pass-through expenditures by jurisdiction and by planning area), and will assist in the preparation of the content, as needed.

***2B. Newsletters***

Consultant will assist ACTIA staff with creating bicycle and pedestrian material for ACTIA newsletters.

**Deliverables:**

- Consultant will prepare and/or review content for ACTIA newsletters, up to the task amount available.

***2C. Bicycle/Pedestrian Grant Project Fact Sheets***

Consultant will prepare content for new fact sheets for projects funded in the Cycle 4 grant cycle. Consultant will review and recommend edits for existing fact sheets for active grants, and the project summaries by planning areas. Consultant will also prepare the content for a Bicycle Plan fact sheet, similar to the Pedestrian Plan fact sheet. It is assumed that the PFAM team will be responsible for fact sheet layout, entering edits, coordinating review with project sponsors, and production of the fact sheets.

**Deliverables:**

- Prepare content for up to 15 new fact sheets, and if more are needed, up to the available task hours.
- Review and recommend edits for the 22 existing fact sheets semi-annually.
- Review and recommend edits for up to 15 new fact sheets once during the year. If more new fact sheets are created, edits will be made up to the available task hours
- Prepare content for a Bicycle Plan fact sheet.

***2D. Other Reports & Web Input***

Consultant will prepare a multi-year action plan for the bicycle/pedestrian program, describing and creating a schedule for the implementation steps that should take place through 2012 to meet the Measure B and Bicycle and Pedestrian Plan goals. As requested, additional reports, facts, and/or statistics regarding the bicycle and pedestrian program, or walking and biking in the county will be prepared.

**Deliverables:**

- Prepare multi-year plan for bicycle/pedestrian program. One draft version and a final version will be prepared.
- Prepare other reports, facts, statistics, public information pieces, news releases, and/or web content, upon request, up to the task amount available.
- Upon request, prepare recommendations for enhancing the bicycle/pedestrian information on the ACTIA website, up to the task amount available.

**Task 3 – Meetings**

Consultant will staff and/or attend meetings related to the bicycle and pedestrian program, with the goal of bringing additional technical and financial resources to the county which will leverage Measure B funding and improve bicycling and walking in the county, and also increase awareness of the Measure B projects and programs. It is understood that all ACTIA meeting support, including room setup, the preparation of minutes, scheduling agenda planning meetings, food ordering and all committee member administrative tasks will be done by ACTIA staff or other consultants.

***3A. Staff Bicycle and Pedestrian Advisory Committee Meetings***

Consultant will staff BPAC meetings, by developing agendas, reviewing and providing edits for minutes, preparing reports and other meeting materials, facilitating the meetings, revising bylaws, and preparing and updating the meeting calendar. Consultant will be responsible for follow-up work for the BPAC meetings. Consultant

will link the efforts of the PBWG with the BPAC to ensure that BPAC members have the knowledge to effectively advance bicycling and walking in the county through both their work on the BPAC and in their communities. During this grant cycle year, Consultant will assist the BPAC with scoring and application evaluation, including organizing a tour of the submitted projects.

**Deliverables:**

- Consultant will staff up to eight BPAC meetings (includes the tour of submitted grant projects).

***3B. Staff Pedestrian Bicycle Working Group Meetings***

Consultant will staff PBWG meetings, by developing agendas, reviewing and providing edits for minutes, preparing reports and other meeting materials, facilitating the meetings, and preparing and updating the meeting calendar. Consultant will be responsible for follow-up work for the PBWG meetings. Consultant will ensure that the PBWG is an effective and meaningful forum for advancing bicycling and walking in the county, sharing information and providing technical resources.

**Deliverables:**

- Consultant will staff up to four PBWG meetings.

***3C. Attend Authority Meetings***

Consultant will attend Authority meetings, including the Administration, Legislation and Finance (ALF) Committee, the Board, and the additional three community advisory committees, as directed by ACTIA staff. This task includes meeting attendance only. The preparation of written reports and presentations at Authority meetings, will be done as directed by ACTIA staff, and is included with the specific tasks to which it's related.

**Deliverables:**

- Consultant will attend Authority meetings, as directed, up to the task amount available.

***3D. Attend Other Local and Regional Meetings***

Consultant will attend and represent ACTIA and bicycling and walking interests in the County at a variety other meetings, where they relate to promoting the goals in the Countywide Bicycle and Pedestrian Plans. In some instances, this may include the review of draft agendas, or the preparation of meeting minutes, where this task is shared by the group. Some of these meetings include:

- Alameda County Technical Advisory Committee (ACTAC)
- Regional Bicycle Working Group
- Regional Pedestrian Committee
- Caltrans District 4 Bicycle Advisory Committee
- Caltrans District 4 Pedestrian Advisory Committee
- Public Health/Planning Coordination meetings
- Local jurisdiction BPAC and other meetings

- Meetings on projects of countywide significance (such as the Bay Bridge Bay Trail connector, Union Pacific Railroad corridor, etc.)

**Deliverables:**

- Consultant will strategically attend local and regional meetings that support the goals in the bicycle/pedestrian plans, up to the task amount available.

**Task 4 – Countywide Coordination, Special Programs and Plan Implementation**

***4A. Countywide Coordination and Resources***

Consultant will be the point person for bicycling and walking issues of countywide significance. Consultant will stay abreast of new projects, planning efforts, and opportunities, and will become involved to the degree best suited to assist in moving each effort forward, whether by leading the project, or playing a support role. Consultant will provide technical resources, and facilitate the sharing of information and resources throughout the county, either by request, or through regular email announcements. Upon request, consultant will also sit on review panels and make presentations related to implementing the bicycle and pedestrian plans goals and increasing awareness of Measure B projects and programs.

**Deliverable:**

- Provide coordination services for the countywide bicycle/pedestrian program.

***4B. Pedestrian and Bicycle Plan implementation***

Consultant will advance the goals and strategies in the adopted Countywide Pedestrian and Bicycle Plans.

***4B1. Promote Plans***

Consultant will work towards making sure that both plans are visible documents among local and countywide agencies, and that the plans are followed by local jurisdictions and other agencies. This may include announcements about the availability of the plans, and/or improved web visibility.

**Deliverables:**

- Develop a proposal for promoting the plans within the County.
- Implement proposal, with administrative support from ACTIA or other consultants.

***4B2. Advocate and Support Increased Funding for Plans***

Consultant will work towards leveraging and bringing additional bicycle and pedestrian funding to Alameda County. This will be done through writing support letters for grants that promote the plans' goals, providing feedback on grants, as requested, and by assisting in federal, state and regional efforts to increase bicycle and pedestrian funding, such as the 2010 Active Transportation Campaign.

**Deliverables:**

- Develop a support letter template for bicycle/pedestrian grant projects.
- Write up to 15 support letters for grants submitted by Alameda County jurisdictions and local agencies, upon request.
- Review up to 5 grants, upon request.
- Support ACTIA's efforts to increase federal funding for bicycling and walking, through the Active Transportation Campaign.

#### ***4C. Countywide and Other Programs***

Consultant will develop and implement the top priority countywide programs, and continue implementing existing programs. These educational, technical and promotional programs will be designed to implement the goals in the pedestrian and bicycle plans, namely to increase the usage and safety of walking and biking in the county.

##### ***4C1. Develop and Implement New Programs***

Consultant will develop and implement up to three new countywide bicycle and/or pedestrian programs. The program selection and development will be done in collaboration with ACTIA staff. Program implementation may require the use of the on-call consultants, and/or hiring additional consultants. Possible programs include, but are not limited to:

- implementation of a bicycle/pedestrian technical assistance program similar to the Metropolitan Transportation Commission's Traffic Engineering Technical Assistance Program (TETAP),
- matching grant programs for the Safe Routes to Schools program and Environmental Justice program, as recommended in the Pedestrian Plan.

##### **Deliverables:**

- Develop a recommendation for up to three countywide programs to implement, including a description of each program and general timeline for implementing it.
- Develop an implementation plan for up to three programs, including the identification of additional resources needed to implement them.
- Implement up to three countywide programs.

##### ***4C2. Continue Implementation of Ongoing/Existing Programs***

Consultant will continue to coordinate and assist with current and/or ongoing established efforts to promote and advance walking and bicycling in the county, such as Bike to Work Day, the 2010 Active Transportation Campaign, and the data collection partnership with U.C. Berkeley Traffic Safety Center. Under this task, new efforts related to existing programs may be implemented, such as managing and promoting the use of ACTIA's recently acquired automated pedestrian counters for data collection.

##### **Deliverables:**

- In collaboration with ACTIA staff, develop a recommendation for implementing the current and ongoing programs, and any related new

efforts, including a description of each effort, the timeline for implementing it, and the anticipated hours needed to complete it.

- Implement the programs, up to the available task hours.

#### ***4C3. Input on ACTA/ACTIA Capital Projects***

Consultant will develop a recommended protocol for the timing and type of bicycle/pedestrian input on ACTA/ACTIA capital projects, and will implement the protocol by reviewing capital projects at the appropriate phase and bringing projects to the BPAC, as per the protocol.

##### **Deliverables:**

- Develop a capital projects review protocol, in collaboration with ACTIA staff. Two draft versions will be developed, and a final version.
- Review and provide input on up to four capital projects.

### **Task 5– Project Management**

Consultant will keep ACTIA staff informed about deliverables and work status through monthly progress reports, and will coordinate with other ACTIA consultants, primarily the PFAM team, to deliver high-quality work products.

##### **Deliverables:**

- Prepare monthly progress reports on the Bicycle and Pedestrian Coordination Services.
- Effective coordination with other ACTIA consultants, through regular meetings and communication.

### **Task 6 - Professional On-Call Services**

Each task will be further scoped and budgeted before work begins, and will be managed by either Rochelle Wheeler or Celia Chung.

#### ***6A. Program Implementation Services***

Eisen|Letunic will provide planning, analytical and graphic services to support the implementation of the countywide programs and the Bicycle and Pedestrian Plans.

##### ***6A1. Active Transportation Campaign***

Consultant will collect, analyze and summarize data that can support ACTIA's campaign for increased bicycle/pedestrian funding in the reauthorization of the federal transportation bill. The resulting data will also generally support ACTIA's bicycle/pedestrian program and may assist with other ACTIA projects, such as transit-supportive efforts.

##### ***6A1a. Scope task***

Consultant will develop a detailed scope and budget clearly outlining the data to be collected. The scope will include a list of the data questions to be answered. This may include revisions to Tasks 6A1b and 6A1c, collecting new data, and/or summarizing existing data.

#### **6A1b. Transit data**

##### *Transit Expenditures*

Consultant will collect, analyze and summarize data on current and future levels of transit expenditures in Alameda County for selected transit agencies (may include AC Transit (bus and BRT), Alameda/Oakland ferry, ACE, Capitol Corridor, BART (existing and planned extensions), Dumbarton Express, Emery Go Round, Harbor Bay Ferry, Union City Transit and/or Wheels), using readily available data from MTC, AC Transit and BART. This data will benefit ACTIA by clearly showing how its actual and proposed investment in improving walk and bike access to transit will leverage planned transit and smart growth investments.

All funding numbers will be at a general planning level and on a countywide basis, and will primarily be based on existing summaries and analyses conducted by MTC, BART and AC Transit. The draft funding questions to be answered may include:

- How much is annually invested in transit operating and capital in Alameda County today? How much of this is federal funding?
- How much is expected to be invested in transit operating and capital costs between 2010 and 2016? (To include a list of major transit investments anticipated during this period, such as BRT.)
- How much public transportation funding is anticipated to be expended on transit-oriented development/smart growth projects between 2010 and 2016? (This includes PDA, TLC, Station Area Planning funding, and any other relevant funding identified in the draft RTP.)

##### *Potential to increase Walk/Bike Access to Transit*

Consultant will also approximate the potential for increasing the rate of walking and bicycling to public transit stops, stations and terminals. By quantifying the opportunities to increase walking and biking to transit, this data will support efforts to increase local, county and regional funding for pedestrian and bicycle improvements near transit. By identifying the transit stops/stations where the biggest increase in walking and biking is possible, the data may also guide the development of ACTIA's countywide promotional programs and be useful in refining the countywide areas of significance in the future update to the Countywide Pedestrian Plan.

The Consultant will assist ACTIA with determining the best data sources and methodology to use to roughly approximate how much walking and biking to transit could be expected to increase by 2016, and will execute this analysis.

This may involve summarizing existing walk-to-transit rates as documented by BART (from their 2008 station access data) and AC Transit (from AC Transit BRT environmental documents) and referring to any findings by TALC from their Alameda TravelChoice program (and Berkeley, if it's completed in time). MTC data used in evaluating options for the RTP update may also be analyzed.

**6A1c. Comparison Data**

Consultant will develop data to compare Alameda County (at the countywide level) to the state and nation, as feasible. This comparison will support the Active Transportation campaign by illustrating how Alameda County either stands apart from other areas, or, is in some ways similar to other areas and could be a good pilot. In the long run, the data may help other ACTIA or Alameda County jurisdictions' efforts to make the case for state or federal funding.

Consultant will use existing readily available data. Specific data to be collected and compared may include:

- Walking, biking and transit mode share (2000 BATS and 2000 National Household Travel Survey)
- Proportion of population that is children and seniors (from 2006 American Community Survey)
- Proportion of zero car households (from 2006 American Community Survey)
- Proportion of people living in poverty (from 2006 American Community Survey)
- Proportion of population that is disabled (from 2006 American Community Survey)
- Transit revenue hours per capita for BART and AC Transit Alameda County service

**Deliverables:**

Data in summary form with explanation of methodology, assumptions and references, formatted as a memorandum. One draft version of the memo, and one final memo will be prepared.

**6A2. Basic Toolkit Update**

Consultant will update the *Toolkit for Improving Walkability in Alameda County*, originally developed in 2006. Consultant will review and update the existing information, test and update all hyperlinks, and add new resources that have become available.

This task will be combined with the effort to promote the Pedestrian and Bicycle Plans (Task 4B1), and will ensure that local agencies are receiving the most current tools and information to support making walking improvements.



**Deliverables:**

Consultant will prepare one draft Toolkit for review and one final print and web-ready version.

**6A3. Collect, Analyze and Summarize Bike/Pedestrian Collision Data**

Consultant will analyze and compile detailed bicycle/pedestrian collision data. This task will be developed in collaboration with the mapping and GIS task (Task 6B3), which will allow the collision data to also be analyzed spatially. The data will be useful when reviewing grant applications, to show locations or communities that could receive higher priority due to the number of collisions in an area or within a community. The data can be used in the next updates to the Pedestrian and Bicycle Plans, and may refine the plans' priorities. The resulting analysis will also provide direction on the types of countywide programs that are needed to improve bicycle and pedestrian safety. The data can also be used to argue for increased funding for bicycle and pedestrian safety improvements. Finally, as much as possible this task will be coordinated with the UC Berkeley data collection project, and ways to combine these two efforts will be sought.

Using local data provided by the Alameda County Department of Public Health, consultant will gather and analyze bicycle and pedestrian collision data from the previous 10-12 years and develop summary information. Consultant will compare this data to total statewide bicyclist and pedestrian injuries and fatalities (2000-2006). As appropriate, data will be compared to the population of the county. The types of data to be summarized will include (separately, for injuries and fatalities):

- Victims:
  - age
  - ethnicity
  - gender
- Cause of collisions
- Use of helmet and other safety equipment
- Location:
  - Summary by city and planning area
  - Summary of streets with highest number of collisions overall
  - Type of street (arterial, collector or residential)

Some of the above data was already developed for pedestrians in the Countywide Pedestrian Plan, and will be included in the summary report.

Consultant will develop charts, graphs and tables to visually illustrate the data. If additional GIS mapping of collision data takes place, Consultant will assist with the GIS analysis and include resulting data and/or maps in summary report.

**Deliverables:**

One clearly written summary report, formatted as a memorandum. Two draft versions for review and one final version.

**6A4. Collect, Analyze and Summarize Bike/Ped Trip Data**

Consultant will collect, analyze and summarize bicycle and pedestrian trip data. Combined, this data will support the efforts to increase bicycle and pedestrian funding at all levels, by illustrating the significant amount of walking and biking in the county, and what is possible. It will also identify whether walking and biking are overall increasing or decreasing in the county, and establish a solid baseline of data for walking and biking, to which future data can be easily compared. Any change provides an indicator of the effectiveness of improvements overall, and possibly could be linked to the Measure B investment. The trip length data (if available) will help the county determine what levels of walking and biking are possible in Alameda County, given the types of trips that the residents are taking. Finally, learning what types of trips people are taking by bike and foot will guide the development of the countywide programs.

Consultant will prepare bicycle trip data, similar to the detailed pedestrian trip data developed for the Countywide Pedestrian Plan. This bicycle data, along with the existing pedestrian data, will be further analyzed and summarized to highlight the most compelling, interesting and timely information. Comparisons to the region will be made, as appropriate. Consultant will develop charts, graphs and tables to visually illustrate the data. Specifically, Consultant will develop the following data:

**6A4a. 2000 Bicycle trip data (all purposes).**

A table analogous to Table 6 (lower) in the *Alameda Countywide Strategic Pedestrian Plan* will be created, which provides bicycle trip data disaggregated by trip purpose and by Planning Area. Note: countywide data is readily available; however, there will be planning areas for which trip purpose-level data is not available due to small sample size of bicycle trips. (Source: Bay Area Travel Survey (BATS), MTC)

**6A4b. 1990 Bicycle and pedestrian trip data (all purposes).**

1990 countywide pedestrian and bicycle trip data, and all trips by mode, comparable to the 2000 data presented in Table 6 upper and lower (referenced above) will be developed. Note: this data will be provided at countywide level only because it is not available at the planning area level. (Source: BATS)

**6A4c. 1990 bicycle and pedestrian work trip data.**

A table comparable to Table 2.2 in the Draft MTC *Regional Bicycle Plan* will be developed to present countywide work trip information by both modes for 1990. (Source: US Census Journey-to-Work (JTW))

**6A4d. Comparison of 1990 and 2000 data.**

Data collected in Tasks 4a-4c will be compared in an effort to reveal trends. (BATS and JTW)

**6A4e. Trip mileage data for shorter trips.**

The goal of this sub-task is to determine what percent of Alameda County trips (by all modes) could be made by bike ( $\leq 3$  miles) or on foot ( $\leq 1/2$  mile). Consultant will analyze trip lengths in the county (in miles, by all modes) to determine what percent could easily be made by bike and on foot. Note: this task is dependent on the Congestion Management Agency (CMA) providing the necessary data to the consultant. (CMA travel model)

**Deliverables:**

One clearly written summary report, formatted as a memorandum. Two draft versions for review and one final version.

**6A5. Flexible On-call Services**

This task provides hours to cover any additional planning or analysis needs that arise during the contract, including possible budget or scope increases in Tasks 6A1 – 6A4. All new projects will be scoped and budgeted before work begins.

**Deliverables:**

To be determined as work is defined.

**6B. Mapping and GIS Services**

Lohnes + Wright will provide on-call, and as-needed, mapping and GIS services. Examples of potential projects include:

**6B1. Countywide Discretionary Fund Grant Program Maps**

Consultant will develop print and web-based maps of grant funded project to show the public the impact and extent of Measure B bicycle/pedestrian funding.

**6B1a. Print Version Maps**

Consultant will create two 11 x 17, printable county-level maps depicting Countywide Discretionary Fund Grant Program projects. One map will be the Cycle 4 funded projects. A second map will show all projects funded over the four funding cycles. A base map ("template") will be created, which will also be used for the web versions, and could be used by ACTIA for other purposes, if desired.

**6B1b. Simple Web Version**

Consultant will create two simplified static county-level maps for the web depicting all Countywide Discretionary Fund Grant Program projects. Each project on the map will contain a link to that specific project's fact sheet, or the grant agreement description for those projects for which no fact sheet exists (if project was completed prior to fact sheet development). Updating the maps would require knowledge of html.

**Deliverables:**

- A county template map
- Two printable county-level maps
- Two county-level maps for the web of the grant-funded projects.

### ***6B2. Creation of Street Level Detail Pedestrian Plan Maps***

This task will be to create street level detail maps for the Pedestrian Plan. A series of 5 maps will be created. These maps will be similar in form to the 2006 Alameda County Bicycle Plan maps - large format (3x4ft, 4x5ft) PDF maps. Users can download files, pan and zoom, mark up, and print. Maps include street data, parks, schools, hydro features, and transportation.

An additional, similar series of five maps will be created that merge the County Bicycle and Pedestrian Plans projects and priority areas. These maps can then be used by the public in a similar way as above.

Together, these maps will allow the public and agency staff to easily view the plans priority areas. They will also allow grant applicants to easily create clear maps, and will show all of the adjacent proposed and existing countywide bicycle and pedestrian projects and priority areas. These maps will assist the BPAC and ACTIA staff in the evaluation of grant applications.

#### **Deliverables:**

- Five street-level detail pedestrian plan PDF maps, illustrating the entire county.
- Five street-level detail combined bicycle and pedestrian plan PDF maps, illustrating the entire county.

### ***6B3. Collision Data***

Countywide collision data will mapped with the Pedestrian and Bicycle Plans data and land use data, and GIS analysis will be conducted. The data will be useful when evaluating grant applications, to see if the proposed project could address safety problems in the surrounding area, and if so, to prioritize funding. This review could be done for all submitted projects in a similar manner, rather than as it is currently done based on the type of data (if any) submitted by the applicant. The data can be used in the next updates to the Pedestrian and Bicycle Plans, and may refine the plans' priorities. The maps will also provide a visual aide to arguments for increased funding for bicycle and pedestrian improvements to address safety concerns.

#### ***6B3a. Mapping***

Consultant will merge County Public Health GIS data on bicycle and pedestrian collisions (covering the previous 10 – 12 years) with Pedestrian and Bicycle Plans GIS data, and create two map series:

- 1) Collision Data mapped on the Street Level Detail Pedestrian and Bicycle Plans Maps (task #2, above). This will be a series of 5 maps.

2) Countywide Level. Map will show trends and not individual collisions.

**6B3b. GIS Analysis**

Consultant will manipulate, sort and analyze the mapped collision data to determine trends, number of collisions in close proximity to high priority projects/areas of countywide significance, and other significant facts. The consultant team will work together to determine the level of analysis to do, once Task 6B3a is completed. This work will also be coordinated with the collision work to be done by Eisen|Letunic (Task 6A3). Appropriately scaled maps (county level to street level depending on data) may be created, if desired.

**Deliverables:**

- A street-level detail PDF map, in a series of five maps, illustrating collisions data and bicycle and pedestrian plans data for the entire county.
- One countywide level map showing collision data.
- GIS mapping and analysis of collision data with other selected data.

**6B4. Flexible On-call Services**

This task provides hours for additional mapping and GIS needs that arise, including possible budget or scope increases in Tasks 6B1 – 6B3. Possible new tasks include:

- Maps for countywide programs.
- Maps for the 75% pass-through program, to be determined as the data is assembled and analyzed.
- Maps for the Active Transportation campaign.
- Large-scale map for public events, showing the county as a whole, with a photo or graphic for each grant-funded project linked to the location of the project.

All new projects will be scoped and budgeted before work begins.

**Deliverables:**

To be determined as work is defined.

**6C. Project Management for On-Call Consultant Work**

Rochelle Wheeler, prime consultant, will oversee and manage all on-call work. Celia Chung may also manage selected on-call work. In this role, they will work collaboratively with the on-call consultants to ensure that the best and most useful product is developed.

**Deliverables:**

Useful, easily understood and well-written documents, maps, and data, produced by on-call consultants within budget and on-time.



## MEMORANDUM

**To:** Authority Members

**From:** Christine Monsen, Executive Director *CM*  
Anees Azad, Finance and Administration Manager

**Date:** June 19, 2008

**Subject:** Salary and Benefits Resolution - FY 2008/2009

### Summary

This year the salary survey, conducted by Koff and Associates, shows stabilization in salary and benefits costs among ACTIA comparable agencies. The recommended adjustments to the salary ranges and benefits will keep the ratio of administrative salaries and benefits below the 1% (of net sales tax) threshold, as long as the ACTIA project related costs and ACTA charges are excluded from the 1% competition. These adjustments to ranges will maintain ACTIA total compensation levels at a level slightly above the median with comparable agencies.

### Recommendation

Staff recommends that the Board approve the proposed revisions to the FY 2008/2009 Salary and Benefits Resolution as follows:

1. New salary ranges reflected below; and
2. Increase of \$50 (3%) per month per employee increase in the flexible benefits contribution, and continuation of the 1% retirement contribution from employees.

This item was forwarded to the Board for further discussion by the Administration/Legislation/Finance Committee on June 11, 2008 and was recommended for further discussion at the June 26, 2008 full Board meeting.

### Discussion

#### Salary Ranges

Annually, the Board adopts updated salary ranges to keep ACTIA competitive with comparable regional and statewide transportation positions. The purpose of this annual review is to maintain ACTIA's competitiveness in the job market and minimize turnover. As in prior years, the Executive Director will make individual staff salary adjustments based on performance.

This year the survey shows a slower rate of increase in salary and benefits cost for the comparative agencies, compared to prior years; as there are no double-digit increases in the proposed ranges. Secondly, though there are four positions that are out of the proposed range, the out of range margins are much smaller in comparison to prior years. The Salary Ranges table, comparator agencies and the methodology used in this survey are shown on the next page. In an attachment B, a comparison of only northern California comparitors are shown.

Currently, four positions fall below the proposed salary ranges. Moving these positions into the new ranges will result in an increase of \$15,000 (or 2% of total). Additional increases will depend on the actual salary increases based on performance, however if all salaries were set at the survey mid-point, then the increase would be \$77,000 or 7.6% of current salaries. Currently only three employees have salaries above the mid-point for 2007/2008.

**Alameda County Transportation Improvement Authority  
 Salary & Benefits Resolution – FY 2008/2009**

**June 19, 2008  
 Page 2**

**SALARY RANGES**

		Prior Year	Proposed	Change to Range
1	Deputy Director / Project Dev. Mgr.	\$145,001 to \$177,224	\$158,717 to \$193,988	9.5%
2	Finance and Administration Manager	132,698 to 162,187	142,376 to 174,015	7.3%
3	Programs and Public Affairs Mgr.	117,792 to 143,968	117,792 to 143,968	0%
4	Associate Engineer/Planner	90,116 to 110,141	93,664 to 114,478	3.9%
5	Senior Accountant	76,344 to 93,309	80,071 to 97,864	4.9%
6	Program Coordinator	72,985 to 89,203	75,087 to 91,773	2.9%
7	Authority Clerk	64,708 to 79,088	66,744 to 81,576	3.1%
8	Executive Assistant	52,027 to 63,588	54,852 to 67,042	5.4%

**Basis for the Survey**

The surveyed public agencies were:

1. Alameda County Congestion Management Agency
2. Alameda County Public Works Dept.
3. BART
4. City of Oakland
5. Contra Costa Transportation Authority
6. Metropolitan Transportation Commission
7. Orange County Transportation Authority
8. Port of Oakland
9. Riverside County Transportation Commission
10. San Bernardino Associated Governments
11. San Francisco County Transportation Authority
12. Santa Clara Valley Transportation Authority
13. Transportation Authority of Marin

**Methodology**

The firm of Koff and Associates conducted the salary and benefits survey on which the ranges are based (see attached survey). The survey consists of the following steps:

- Benchmarking Job Classifications (for the 9 ACTIA positions)
- Benchmarking Comparator Agencies (listed above)
- Benchmarking Benefits Data Collection (adjust for individual agency definitions)
- Data Collection Timing Adjustment (most surveys are over a year old)

The Koff results (medians of the Top Salary figures) for comparator positions are modified as follows:

1. A range of 20% is established (plus 10% and minus 10%) around this median. This adjustment puts ACTIA slightly above the median and prevents the ranges from consistently lagging behind competing ranges, as was the experience prior to 2006, when the Board first approved this strategy to keep the ranges competitive. Most of

**Alameda County Transportation Improvement Authority  
 Salary & Benefits Resolution – FY 2008/2009**

**June 19, 2008  
 Page 3**

- the staff salaries remain at or below the mid-point of the range, which provides a reality check that the actual salaries are competitive.
- The ranges are increased by 3% since most of the survey results are over a year old, and this keeps the ranges current.

As an example, if the monthly top median salary in the Koff report is \$10,000, a range of \$9,000 to \$11,000 is established as a first step, after that the range is increased by 3%. The resulting monthly range is \$9,270 to \$11,330. This monthly range is annualized and proposed for approval.

**Benefits Review**

Under the current ACTA/ACTIA flexible benefits plan, each employee receives a monthly maximum of \$1,500 per month. This is to cover family coverage for health (Kaiser-North plan), dental and vision, and employee coverage for life and long-term disability, plus an allowance of \$100 per month for deductibles/coinsurance (please refer to the Benefits Analysis below). Since the projected cost for the employee's flexible benefits monthly coverage is \$1,566, Staff recommends a 3% increase to \$1,550 per month. This amount is below the projected median among regional agencies surveyed below.

ACTIA Benefits Analysis (monthly costs in \$)			
Standard Coverage		CYE 2008	Proj CYE 2009 Average FYE 08/09
H Ins	Kais'r Fam	1,224	1,285
Dental	Fam rate	124	128
Vision	Fam rate	24	25
Group Life		15	15
LT Disab.		45	46
Ded/Coins		100	100
Average Use		1,532	1,599
Average Cost		1,500	1,600
Difference		32	(1)
Recommended Increase in FY 2007/08			50
Assumptions			
H Ins increase			5%
Others			3%

Regional Agencies Benefits Survey				
Regional	Agencies	Per Survey Mar. 08	Projected 08/09 (5%)	Increase Projected
Agencies Benefits/ FSA	Oakland PW	1,434	To \$1,550/mo	
	Port	1,472		
	CCTA	1,330		
	MTC	2,238		
	ACCMA	2,101		
	SCVTA	1,507		
	SFCTA	1,450		
	ACPWD	1,631		
	Median	1,490	1,564	74



**Turnover Costs**

At the Board meeting, staff were asked to advise the Committee of potential retention issues. We currently have nine staff members, four of whom are currently eligible to retire. Over the past twelve years, nine employees have left ACTA/ACTIA. Of the nine, three retired, four went into the public sector by choice, some with significant salary increases, one went to our sister agency the ACCMA, at a higher salary, and we do not know where the ninth employee went.

The employee turnover pressure and the need for competitive salary and benefits package was highlighted in 2006 when three additional transportation authorities were voted in and significant new funding sources such as the Regional Measures were implemented in the Bay Area. Due to these changes, ACTA/ACTIA saw three employees out of a total of eight (approved positions in 2005-06) that left or were in the process of leaving. This turnover pace, for a small agency like ACTIA, can be much more significant (loss of continuity, steep learning curve and temporary staffing costs) than in larger agencies where other employees can be readily substituted.

The cost to recruit a new position is approximately \$20,000 to \$30,000 per position. In 2006-07 the cost of recruiting and advertising for three positions was \$62,250 (in consultant fees and advertising) plus significant staff time, resources and temporary staffing costs. Secondly, because the type of work ACTIA does is unusual, there is often a steep learning curve. While new employees are being recruited and later on their learning curve, the other employees shoulder additional tasks. With a staff of nine, this is a significant burden on the remaining staff members. To mitigate this burden, we also rely on consultant assistance, which increases our costs for these services. A recent example is assistance while the Program Coordinator is on medical leave. While consultant staff is filling in, it requires additional oversight and direction from the Program and Public Affairs Manager, and some tasks she must perform, on top of her already heavy workload. This was also the case with the recruitment of the Authority Clerk and the Associate Engineer. In larger organizations, this impact can be spread among a number of staff members. In ACTIA's case, the options are fewer.

**Fiscal Impacts:**

- The revision to the salary range will have a fiscal impact of up to \$ 77,000 (7.6%) on the FY 2008/2009 Budget of which \$15,000 (2%) is to bring four positions in line with the range minimums.
- Increase in the Flexible Benefits will have an additional impact of \$5,400 annually.
- The proposed Salary and Benefit costs will keep the total administrative staff cost below the 1% threshold for ACTIA, as long as a portion of the staff costs are charged to ACTA and ACTIA projects/programs.

**Attachment A:** Koff and Associates, Inc., Total Compensation Study, Page 110  
**Attachment B:** Northern California Comparators, Page 156

**ATTACHMENT A**



**KOFF & ASSOCIATES, INC.**  
Human Resource Consulting Since 1984

**FINAL REPORT**

**TOTAL COMPENSATION STUDY  
FOR THE  
ALAMEDA COUNTY TRANSPORTATION IMPROVEMENT AUTHORITY**

**May 2008**

**KOFF & ASSOCIATES, INC.  
6400 Hollis Street  
Suite 5  
Emeryville, CA 94608**

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510-652-5633 – fax**



**KOFF & ASSOCIATES, INC.**  
Human Resource Consulting Since 1984

May 1, 2008

Ms. Christine Monsen  
Executive Director  
Alameda County Transportation Improvement Authority  
1333 Broadway, Suite 300  
Oakland, CA 94612

Dear Ms. Monsen:

Koff & Associates, Inc. is pleased to present the final total compensation report for the study of all positions for the Alameda County Transportation Improvement Authority. This report documents the total compensation study process and provides findings and recommendations.

We would like to thank Anees Azad for all his assistance and cooperation, without which this study could not have been brought to its successful completion. We have developed a tool that the Authority can use to bring the organization's compensation program into an externally competitive and internally equitable status.

We will be glad to answer any questions or clarify any points as you are implementing the findings and recommendations. As always, it was a pleasure working with your Authority and we look forward to future opportunities to provide you with professional assistance.

Very truly yours,

A handwritten signature in cursive script, appearing to read 'Georg S. Krammer', written in dark ink.

Georg S. Krammer  
Chief Executive Officer

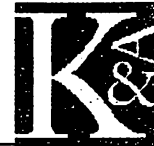


**KOFF & ASSOCIATES, INC.**  
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**FINAL REPORT**  
**TOTAL COMPENSATION STUDY**  
**FOR THE**  
**ALAMEDA COUNTY TRANSPORTATION IMPROVEMENT AUTHORITY**

**TABLE OF CONTENTS**

	<b>Page</b>
Background .....	1
Study Process .....	3
Market Total Compensation Findings .....	8
Internal Salary Relationships .....	8
Discussion Points for Board of Directors .....	9
 Appendix I – Side-by-Side Comparison	
 Appendix II – Market Base Salary, Benefit and Total Compensation Findings	



**KOFF & ASSOCIATES, INC.**  
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**FINAL REPORT**  
**TOTAL COMPENSATION STUDY**  
**FOR THE**  
**ALAMEDA COUNTY TRANSPORTATION IMPROVEMENT AUTHORITY**

**BACKGROUND**

In January 2008, the Alameda County Transportation Improvement Authority (ACTIA) contracted with Koff & Associates, Inc. to conduct their annual total compensation study for all Authority staff. All compensation findings and options for implementation are documented in this report.

Koff & Associates has been conducting annual total compensation surveys for ACTIA for at least twenty years and has over 24 years of experience in successfully completing similar studies for public sector agencies, such as transportation authorities (clients such as Contra Costa Transportation Authority and Solano Transportation Authority), housing authorities, school districts, water and wastewater agencies, air quality and vector control districts, and other special districts, as well as cities, counties and courts.

This compensation review process was precipitated by:

- The desire on the part of management and the Board of Directors that employees are recognized for the level and scope of work performed and that they are paid on a fair and competitive basis that allows the Authority to recruit and retain a high-quality staff;
- The desire to have a compensation plan that can meet the needs of the Authority; and
- The desire to ensure that external and internal relationships of salaries are based upon objective, qualitative evaluation factors, resulting in equity across all Authority functional areas.

Classification, in itself, is a non-quantitative method of job evaluation. In determining the classification plan structure and the proper allocation of each position, factors are considered such as:

- Education and experience requirements;
- Knowledge and skill required to perform the work;
- The scope and complexity of the work;
- The authority delegated to make decisions and take action;
- The responsibility for the work of others, program administration and for budget dollars;
- Problem solving/ingenuity;
- Contacts with others (both inside and outside of the organization);
- Consequences of action and decisions; and
- Working conditions.

These factors were used in determining both appropriate external market comparisons and internal compensation relationships as well as providing the basis for the findings and recommendations outlined in this report.

In addition, when considering an appropriate salary range level, there are certain standard human resources practices that are normally applied, as follows:

- A salary within 5% of the average or median is considered to be competitive in the labor market for salary survey purposes because of the differences in compensation policy and actual scope of work and position requirements. However, a closer standard can be adopted by an agency.
- Certain internal percentages are often applied. Those that are the most common are:
  - ❖ The differential between an entry-level and journey-level class in a series (e.g., I/II or Assistant/Associate) is generally 5% to 15%;
  - ❖ A lead or advanced journey-level (III or Senior-level) position is generally placed 5% to 15% above the lower experienced level; and
  - ❖ A full supervisory or management position is normally placed at least 10% to 20% above the highest level supervised, depending upon the breadth and scope of supervision.

We can also make internal equity adjustments between classifications such as Director, Assistant Director and/or Manager, especially within one department. Some agencies decide to compensate all department heads and/or all unit managers at an equivalent level, a methodology that should be applied only if departments and units are approximately at a similar size and duties, responsibilities and required qualifications are really comparable between those classifications.

- When a market or internal equity adjustment is granted to one class in a series, the other classes in the series are also adjusted accordingly to maintain internal equity.
- Even though we typically look at internal relationships when conducting salary surveys, all currently existing Authority classes were market surveyed. The Authority does not have directly related functional job series, such as Associate/Senior Engineer/Engineering

Manager and/or Associate/Senior/Principal Transportation Planner but uses contracted services for those areas. However, one must still pay attention to internal relationships between different organizational levels with the organization, such as how the Executive Director relates to the Deputy Director level, how that relates to the Manager level etc.

## STUDY PROCESS

### **Benchmarking Classifications**

The study included all nine (9) classifications that were all externally reviewed. They are:

- Associate Engineer
- Authority Clerk
- Deputy Director/Project Development Manager
- Executive Assistant
- Executive Director
- Finance and Administration Manager
- Program Coordinator
- Programs & Public Affairs Manager
- Senior Accountant

When we contact the comparator agencies to identify possible matches for each of the benchmarked classifications, there is an assumption that we will not be able to find comparators that are 100% equivalent to the classifications at ACTIA. Therefore, we do not just go by job titles, which can often be misleading, but we analyze each class description before we consider it as a comparator. Our methodology is to analyze each class description according to the factors listed on pages 1 and 2 and we require that a position's "likeness" be at approximately 70% of the matched positions to be included.

It should be noted that ACTIA is a fairly unique organization. It has a number of "sister" organizations in the market but each of the comparator agencies we used has a somewhat different organizational structure, different programs and there was also a difference in the size of the organizations used for the study. We assigned matches using the 70% likeness criteria referred to above as best we could. When we do not find an appropriate match with one class, we often use "brackets" which can be functional or represent a span in scope of responsibility. A functional bracket means that a job at ACTIA is performed by two classifications at the comparator agency. A bracket representing a span in scope means that the comparator agency has one class that is "bigger" in scope and responsibility and one position that is "smaller," where ACTIA's class falls in the middle. Examples of this method can be found when making comparisons to the larger agencies in this study, such as MTC, Santa Clara Valley Transportation Authority, and the comparator cities.

In all, of the nine (9) benchmarked classifications identified, we were able to collect sufficient data from the comparator agencies on all classifications. We typically need at least four comparators for each position to be able to make a statistical analysis.

### **Benchmarking Comparator Agencies**

The second, most important step in conducting a market salary study is the determination of appropriate agencies for comparison. The Authority conducts a salary review on an annual basis and the pool of comparator agencies was established years ago and has been used historically to ensure consistency with the data collected and analyzed from year to year barring organizational changes within each of the comparator agencies.

The following is a list of criteria that we would typically analyze in considering the selection of valid agencies for salary comparator purposes:

- 1. Organizational type and structure** – We generally recommend that agencies of a similar size, providing similar services to that of ACTIA be used as comparators. However, one cannot ignore that some of the cities, larger transportation agencies surrounding the Authority, as well as Alameda County are competing with the Authority over the labor pool within the geographic vicinity. Therefore, a couple of cities, Alameda County and some larger transportation agencies were chosen as comparator agencies.

Especially when it comes to the more technical types of classes, such administrative and accounting classes, the size of an organization is not as critical as these classes perform fairly similar work due to its technical nature.

The difference in size of organization becomes more important when comparing classes at the management level. The scope of work and responsibility for management becomes much larger as an organization grows. Things such as management of a large staff, consequence of error, the political nature of the job, its visibility all grow with larger organizations. For example, it may not be appropriate to compare a Project Development Director with no staff or a staff of only a few employees at a small Authority with a Project Development Manager at a large city in charge of a large department with a staff of fifty and with several supervisors reporting to that position. In this case, we often look to the next lower classification or suggest a “bracket” as a compromise.

- 2. Similarity of population, Authority staff and operational and capital improvement budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of Authority services. Again, cities, a county, and larger transportation agencies were included as comparators, even though they serve larger populations and have larger budgets.
- 3. Scope of services provided** – Agencies providing the same services are ideal for comparators and most comparator agencies surveyed provide similar services to the Authority, i.e., transportation-related projects and programs. However, agencies that provide other services in addition to transportation, such as cities with many other services, would result in having good comparators for ACTIA’s classifications. In the case of these cities, our effort in finding comparators for ACTIA’s classifications was to focus on the Public Works of the cities, where we often find transportation and traffic related service provision.



When it comes to management and executive classifications, the types of services provided by an agency become less important, as each agency still needs administrative, financial, and in most cases engineering, planning and program-related leadership classifications. At the management level, differences in size and scope of services are more critical when considering comparators, as explained above.

4. **Labor market** – In the reality that is today's labor market, many agencies are in competition for the same pool of qualified employees. No longer do individuals necessarily live in the communities they serve. As mentioned above, the geographic labor market area, therefore, where ACTIA may be recruiting from or losing employees to, was taken into consideration when selecting potential comparator organizations.
5. **Compensation Philosophy** – Does the Authority regularly conduct a market survey, and, once completed, how is this information applied? Many agencies pay to the average or median, others may pay to a higher percentile. In addition, salary ranges may be set strictly upon market base salary values or may include the total value of salary and benefits when developing a compensation policy. One consideration that the Authority may want to entertain is that the data used for its annual salary surveys are always from the current fiscal year. However, the Authority uses this data to make salary and compensation recommendations for the following fiscal year. At that time, most comparator agencies will already have implemented a COLA increase for their salary structure, which puts ACTIA into somewhat of a "catch-up mode." The Authority may want to consider making an adjustment for this shortfall.

All of the above elements were considered when the Authority originally selected the group of comparator agencies. The Authority agreed on the following thirteen (13) agencies:

- Alameda County Congestion Management Agency
- Alameda County Public Works Department
- Bay Area Rapid Transit (BART)
- City of Oakland, Public Works Department
- Contra Costa Transportation Authority
- Metropolitan Transportation Commission
- Orange County Transportation Authority
- Port of Oakland
- Riverside County Transportation Commission
- San Bernardino Associated Governments
- San Francisco County Transportation Authority
- Santa Clara Valley Transportation Authority
- Transportation Authority of Marin

<b>Benchmarking Benefit Data Collection</b>
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The last element requiring discussion prior to beginning a market survey is the specific benefit data that will be collected and analyzed. The following information was collected for each of the benchmarked classifications:

1. **Monthly Base Salary** – The top of the salary range. This was also factored into the total compensation costs. All figures are presented on a monthly basis.
2. **Employee Retirement** – This includes several figures, 1) the amount of the employee's State retirement (PERS) contribution that is contributed by each comparator agency, 2) the amount of the agency's Social Security contribution and 3) any alternative retirement plan, either private or public where the employee's contribution is made by each agency on behalf of the employee.

In addition to the amount of the employer paid member contribution of PERS, we collected information on enhanced PERS benefits and the cost associated with each of them, as requested by the Authority. With the help of contract experts at CalPERS, we were able to determine an average value that agencies have to pay for each of the contract provisions, including formulas such as 2.5% at age 55, 2.7% at 55 and 3% at 60, as well as enhanced benefits such as one-year final compensation (12 highest paid consecutive months) and employer paid member contributions converted to pay rate during the final compensation period (last-year spiking). CalPERS identified an approximate range of cost, expressed as a percentage of total payroll, associated with these benefits, depending on the employee demographics of each agency. We have used the average percentage to determine an actual dollar amount to be added into total compensation.

3. **Insurance** – This is the maximum amount paid by the Authority for employees and dependents for a cafeteria or flexible benefit plan and/or health, dental, vision, life, long-term and short-term disability and employee assistance insurance.
4. **Leave** – Other than sick leave, which is usage-based, the number of days off for which the Authority is obligated. All days have been translated into direct salary costs.
  - **Vacation** – The number of vacation days available to all employees after five years of employment.
  - **Holidays** – The number of holidays (including floating) available to employees on an annual basis.
  - **Administrative/Personal Leave** – Administrative leave is normally the number of days available to management to reward for extraordinary effort (in lieu of overtime). Personal leave may be available to other groups of employees to augment vacation or other time off.
5. **Automobile** – This category includes either the provision of an auto allowance or the provision of an auto for personal use. If a car is provided to any classification for commuting and other personal use, the average monthly rate is estimated at \$450.

6. **Deferred Compensation** – We captured deferred compensation provided to all members of a classification with or without the requirement for an employee to provide a matching or minimum contribution.
7. **Longevity** – This includes any programs that provide all classifications with salary increases or lump-sum bonuses after a certain amount of years of services (usually 10, 15, 20 and/or 25 years). Any such programs were footnoted on the benefits detail data spreadsheets but not included in the dollar amount for total compensation.
8. **Other** – This category includes any additional benefits available to all in the class.

Please note that all of the above benefit elements are entitlements, i.e., they are provided to all members of each comparator class. As such, they represent an on-going cost for which the Authority must budget. Other benefit costs, such as sick leave, tuition reimbursement and reimbursable mileage are usage-based and cannot be quantified on an individual employee basis.

#### **Data Collection**

Data was mostly collected in February and March of 2008 through websites, planned telephone conversations with human resources, accounting and/or finance personnel at each comparator agency and careful review of agency documentation of classification descriptions, memoranda of understanding, organization charts and other documents.

We believe that the salary data collection step is the most critical for maintaining the overall credibility of any study. We rely very heavily on the ACTIA classification descriptions, as they are the foundation for our comparison. Personnel staff of the comparator agencies were interviewed by telephone, whenever possible, to understand their organizational structure and possible classification matches.

All salary survey and benefit information can be found in Appendix I. For each surveyed class, there are three information pages:

- Market Base (Top Step) Salary Summary Data
- Benefit Detail (Monthly Equivalent Values)
- Monthly Total Compensation Cost Summary Data

Our analysis includes the average and median (mid-point) comparator data for each benchmarked classification. Our firm usually recommends reviewing the median, rather than the average, when evaluating the data. The median is the exact midpoint of all the market data we collected, with 50% of market data below and 50% of market data above. We recommend using the median methodology because it is not skewed by extremely high or low salary values (as is the average).

**MARKET TOTAL COMPENSATION FINDINGS**

As mentioned above, all of the salary, benefits and total compensation data can be found in Appendix I of this report. The market base and total compensation salary findings for each class surveyed are listed below, using median base and median total compensation, arranged in descending order from the most positive percentile (above market) to the most negative (below market). The percentile represents the difference between ACTIA's current base salary/total comp for each classification and the median base salary/total comp of the comparator agencies.

<b>Class Title</b>	<b>% Above/Below Median Base Salary</b>	<b>% Above/Below Median Total Compensation</b>
Programs & Public Affairs Manager	11.7%	10.6%
Program Coordinator	9.2%	6.6%
Authority Clerk	9.0%	5.8%
Associate Engineer	8.3%	8.9%
Senior Accountant	7.4%	8.4%
Executive Assistant	6.9%	7.0%
Finance & Administration Manager	5.3%	4.3%
Deputy Director/Project Development Engineer	3.4%	2.1%
Executive Director	0.2%	0.2%

Market *base salary* results show that out of nine benchmarked classifications, none are paid below the market median. Two classes are paid above market by 5% or less, six classes are paid above market by more than 5% but less than 10%, and one classification is paid above market by more than 10%.

Market *total compensation* results also show that all classifications are paid above market. Three of them are within 5% of the market total compensation median, five classes are more than 5% but less than 10%, and one is more than 10% above market.

Overall, these differences between market base salary and total compensation indicate that ACTIA's benefit package, in terms of cost, is fairly competitive with its comparators', decreasing total compensation compared to base salaries by an average of less than 1%.

**INTERNAL SALARY RELATIONSHIPS**

As mentioned above, all of the Authority's classes were surveyed. However, internal relationships should still be analyzed either within the same class series or between those classifications that have a similar scope of work, level of responsibility and "worth" to the Authority. These internal relationships need to be analyzed carefully, using the factors described on pages one and two of this report.

It is important for Authority management to carefully review these internal relationships and determine if they are still appropriate given the current market data. Especially, if the Authority has linked certain salaries to each other in the past, it has to decide whether that methodology

still makes sense now. This decision also depends on what the "worth" of each position is to the Authority internally.

The Authority may want to make other internal equity adjustments as it implements a compensation strategy. This market survey is only a tool to be used by the Authority to determine market indexing and salary determination. Detailed information regarding each class' current salary and the percentage difference to the market median is found in Appendix II of this report.

### **DISCUSSION POINTS FOR BOARD OF DIRECTORS**

According to the findings of this study, the Authority should consider the following issues when discussing future compensation of its workforce:

#### **1. Employee Retention Issues**

The main purpose of any compensation study is to learn about the market that an organization competes with over qualified workforce. While work environment and organizational culture are important factors for employee retention, salaries and benefits represent the most fundamental criteria by which a current or potential employee measures the attractiveness of a position and whether it is worth remaining in it or seeking it out.

The transportation industry has been experiencing a lot of changes and with those, the labor market within that industry has been shifting as well. Due to many new funding sources and planned long-year projects, the demand for transportation professionals has been growing tremendously and the job market has become very lucrative for job seekers.

ACTIA has to evaluate the potential risk of losing and/or not being able to attract highly qualified employees, if it doesn't "keep up" with the market and its compensation trends. Currently, the Authority is not experiencing turnover but as the job market is becoming more competitive and other transportation agencies are offering greater total compensation packages, ACTIA has to continue reevaluating its compensation philosophy to ensure retention and attraction of the most highly qualified employees.

In reevaluating and potentially increasing the total compensation package for its employees, ACTIA has to consider the cost of losing employees, going through a recruiting and hiring process, training any new employees, potentially steep learning curves, and the loss of organizational knowledge when a seasoned staff member leaves.

Our market findings show that ACTIA's compensation package is ahead of its competition, which is a result of previous surveys based on which the Authority enhanced its total compensation program.

## 2. Pay Philosophy According To Market Percentiles

ACTIA may find that paying at the mere market median may not be enough to attract and retain the most highly qualified workforce. In light of the challenges and demands that the Authority's workforce is facing, the Board has recently implemented a compensation plan that pays at a higher percentile than the 50<sup>th</sup> (the market median). As competition for highly qualified talent continues, the Board will most likely have to continue considering alternative compensation plans that will stay ahead of the curve.

## 3. Benefits

As mentioned above, we observed that ACTIA's benefits package is competitive with the market. The Authority recently upgraded its PERS program from 2% at age 55 to 2.5% at age 55 and single highest year of salary to calculate pension.

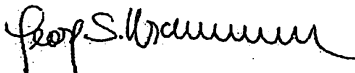
One area to examine is ACTIA's leave allowance. Seven of the thirteen surveyed organizations offer 30 or more days of total leave (i.e., vacation, holidays, and administrative/personal leave allowance), while ACTIA offers 29 days total. While this is a minor difference, it is one of the reasons why the Authority's total benefits package is just slightly less than the market.

Nonetheless, it is important to reiterate that although the total compensation market results are slightly lower compared to top monthly salary results, they are competitive with the market, and both base salaries and total compensation are above the market median due to the ACTIA's enhancing both. As compared to previous years when Koff & Associates conducted ACTIA's compensation studies, it seems that the Authority is no longer playing "catch-up" with its competitive labor market.

We wish to reiterate that this report and our findings are meant to be a tool for the Authority to create and implement an equitable compensation plan. Compensation strategies are designed to attract and retain excellent staff. However, financial realities and Authority expectations may also come into play when determining appropriate compensation philosophies and strategies. The collected data represents a market survey that will give the Authority an instrument to make future compensation decisions.

It has been a pleasure working with the Authority on this critical project. Please do not hesitate to contact us if we can provide any additional information or clarification regarding this report.

Respectfully Submitted,  
Koff & Associates, Inc.



Georg S. Krammer  
Chief Executive Officer

**Appendix I**

**Side-by-Side Comparison**

**Alameda County Transportation Improvement Authority**  
 Appendix I: Side-By-Side Comparison  
 May 2008

Classification	Top Monthly Salary Data				Total Monthly Compensation Data					
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	ACTIA Total Monthly Compensation	Average	% above or below	Median	% above or below
Associate Engineer	\$9,178	\$8,530	7.1%	\$8,420	8.3%	\$12,804	\$11,897	7.1%	\$11,667	8.9%
Authority Clerk	\$6,591	\$6,150	6.7%	\$6,000	9.0%	\$9,617	\$8,984	6.6%	\$9,057	5.8%
Deputy Director/Project Development Engineer	\$14,769	\$14,462	2.1%	\$14,268	3.4%	\$19,688	\$19,501	1.0%	\$19,283	2.1%
Executive Assistant	\$5,299	\$4,946	6.7%	\$4,931	6.9%	\$8,026	\$7,493	6.6%	\$7,463	7.0%
Executive Director	\$17,105	\$16,848	1.5%	\$17,076	0.2%	\$23,165	\$22,963	0.9%	\$23,127	0.2%
Finance & Administration Manager	\$13,516	\$12,875	4.7%	\$12,799	5.3%	\$18,145	\$17,507	3.5%	\$17,371	4.3%
Program Coordinator	\$7,434	\$6,947	6.6%	\$6,750	9.2%	\$10,655	\$10,070	5.5%	\$9,950	6.6%
Programs & Public Affairs Manager	\$11,997	\$10,663	11.1%	\$10,589	11.7%	\$16,275	\$14,737	9.4%	\$14,548	10.6%
Senior Accountant	\$7,776	\$6,981	10.2%	\$7,198	7.4%	\$11,076	\$10,108	8.7%	\$10,150	8.4%
		AVG: 6.3%		AVG: 6.8%			AVG: 5.5%		AVG: 6.0%	



**Alameda County Transportation Improvement Authority**  
 Appendix I: Side-By-Side Comparison  
 May 2008

Classification	Top Monthly Salary Data				Total Monthly Compensation Data					
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	Median	Average	% above or below	Median	% above or below
Executive Director	\$17,105	\$16,848	1.5%	\$17,076	0.2%	\$23,165	\$22,963	0.9%	\$23,127	0.2%
Deputy Director/Project Development Engineer	\$14,769	\$14,462	2.1%	\$14,268	3.4%	\$19,688	\$19,501	1.0%	\$19,283	2.1%
Finance & Administration Manager	\$13,516	\$12,875	4.7%	\$12,799	5.3%	\$18,145	\$17,507	3.5%	\$17,371	4.3%
Programs & Public Affairs Manager	\$11,997	\$10,663	11.1%	\$10,589	11.7%	\$16,275	\$14,737	9.4%	\$14,548	10.6%
Associate Engineer	\$9,178	\$8,530	7.1%	\$8,420	8.3%	\$12,804	\$11,897	7.1%	\$11,667	8.9%
Senior Accountant	\$7,776	\$6,981	10.2%	\$7,198	7.4%	\$11,076	\$10,108	8.7%	\$10,150	8.4%
Program Coordinator	\$7,434	\$6,947	6.6%	\$6,750	9.2%	\$10,655	\$10,070	5.5%	\$9,950	6.6%
Authority Clerk	\$6,591	\$6,150	6.7%	\$6,000	9.0%	\$9,617	\$8,984	6.6%	\$9,057	5.8%
Executive Assistant	\$5,299	\$4,946	6.7%	\$4,931	6.9%	\$8,026	\$7,493	6.6%	\$7,463	7.0%
		AVG: 6.3%		AVG: 6.8%		AVG: 5.5%		AVG: 6.0%		

Sorted: Current Salary

**Alameda County Transportation Improvement Authority**  
 Appendix I: Side-By-Side Comparison  
 May 2008

Classification	Top Monthly Salary Data				Total Monthly Compensation Data					
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	ACTIA Total Monthly Compensation	Average	% above or below	Median	% above or below
Executive Director	\$17,105	\$16,848	1.5%	\$17,076	0.2%	\$23,165	\$22,963	0.9%	\$23,127	0.2%
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Programs & Public Affairs Manager	\$11,997	\$10,663	11.1%	\$10,589	11.7%	\$16,275	\$14,737	9.4%	\$14,548	10.6%
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Senior Accountant	\$7,776	\$6,981	10.2%	\$7,198	7.4%	\$11,076	\$10,108	8.7%	\$10,150	8.4%
Program Coordinator	\$7,434	\$6,947	6.6%	\$6,750	9.2%	\$10,655	\$10,070	5.5%	\$9,950	6.6%
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Executive Assistant	\$5,299	\$4,946	6.7%	\$4,931	6.9%	\$8,026	\$7,493	6.6%	\$7,463	7.0%
		AVG:	6.3%	AVG:	6.8%		AVG:	5.5%	AVG:	6.0%

Sorted: Top Range 126thian

**Alameda County Transportation Improvement Authority**  
 Appendix I: Side-By-Side Comparison  
 May 2008

Classification	Top Monthly Salary Data				Total Monthly Compensation Data					
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	Median	Average	% above or below	Median	% above or below
Executive Director	\$17,105	\$16,848	1.5%	\$17,076	0.2%	\$23,165	\$22,963	0.9%	\$23,127	0.2%
Deputy Director/Project Development Engineer	\$14,769	\$14,462	2.1%	\$14,268	3.4%	\$19,688	\$19,501	1.0%	\$19,283	2.1%
Finance & Administration Manager	\$13,516	\$12,875	4.7%	\$12,799	5.3%	\$18,145	\$17,507	3.5%	\$17,371	4.3%
Programs & Public Affairs Manager	\$11,997	\$10,663	11.1%	\$10,589	11.7%	\$16,275	\$14,737	9.4%	\$14,548	10.6%
Associate Engineer	\$9,178	\$8,530	7.1%	\$8,420	8.3%	\$12,804	\$11,897	7.1%	\$11,667	8.9%
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Program Coordinator	\$7,434	\$6,947	6.6%	\$6,750	9.2%	\$10,655	\$10,070	5.5%	\$9,950	6.6%
Authority Clerk	\$6,591	\$6,150	6.7%	\$6,000	9.0%	\$9,617	\$8,984	6.6%	\$9,057	5.8%
Executive Assistant	\$5,299	\$4,946	6.7%	\$4,931	6.9%	\$8,026	\$7,493	6.6%	\$7,463	7.0%
			AVG: 6.3%		AVG: 6.8%			AVG: 5.5%		AVG: 6.0%

**Appendix II**  
**Market Base Salary and Total  
Compensation Findings**

Alameda County Transportation Improvement Authority  
 Appendix IIa: Top Salary Data  
 May 2008

ASSOCIATE ENGINEER		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	San Francisco County Transportation Authority	Administrative Engineer	\$9,549	\$114,588	05/22/07
2	Alameda County Congestion Management Agency	Associate Transportation Planner / Associate Transportation Engineer <sup>1</sup>	\$9,346	\$112,150	01/01/08
3	Alameda County Transportation Improvement Authority	Associate Engineer <sup>2</sup>	\$9,178	\$110,141	07/01/07
4	Alameda County Public Works Department	Associate Engineer <sup>2</sup>	\$8,441	\$101,292	03/11/07
5	Metropolitan Transportation Commission	Associate Prog Coord / Associate Planner-Analyst <sup>1</sup>	\$8,399	\$100,791	02/01/08
6	Contra Costa Transportation Authority	Associate Transportation Engineer	\$8,300	\$99,600	07/01/07
7	Santa Clara Valley Transportation Authority	Transportation Planner III	\$7,143	\$85,716	05/21/07
	BART	N/C			
	City of Oakland Public Works Department	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
	Riverside County Transportation Commission	N/C			
	San Bernardino Associated Governments	N/C			
	Transportation Authority of Marin	N/C			
Average of Comparators			\$8,530	\$102,366	
% ACTIA Above/Below			7.1%	7.1%	
Median of Comparators			\$8,420	\$101,042	
% ACTIA Above/Below			8.3%	8.3%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

<sup>1</sup> ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

<sup>2</sup> An Engineer-In-Training or PE Certification is required.

Alameda County Transportation Improvement Authority  
 Appendix 1b: Benefits Detail  
 May 2008

Agency	ACTIA	ACCMA	Alameda Co. PWD	BART	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFOCTA	SOVTA	TA of Marin
Class Title	Associate Engineer	Assoc Transp Planner / Assoc Transp Eng	Associate Engineer	NIC	NIC	Associate Transportation Engineer	Associate Coord / Associate Planner-Analyst	NIC	NIC	NIC	NIC	Administrative Engineer	Transportation Planner III	NIC
Top Monthly Salary	\$5,178	\$9,348	\$5,441			\$8,300	\$8,399					\$9,549	\$7,143	
Employee Retirement	\$642	\$654				\$591	\$598					\$688	\$500	
PERS Formula	2.5% @ 35	2% @ 35	1937 Act			2% @ 35	2.5% @ 35					2% @ 35	2% @ 35	
Enhanced PERS Formula	\$349						\$319							
Last Year Spiked														
12 Month Highest Salary	\$110		\$504											
Social Security														
ERPC														
Other														
Insurance <sup>1</sup>														
Health	\$1,500	\$1,386	\$1,309			\$1,042	\$1,224					\$1,450	\$1,257	
Dental		\$200	\$124			\$162	\$126						\$141	
Vision		\$29					\$16						\$17	
EAP			\$4				\$16						\$2	
Life		\$22	\$1			\$50	\$16						\$5	
LTD		\$226				\$45	\$23							
STD														
Other														
Leave														
Vacation	\$630	\$611	\$487			\$798	\$549					\$735	\$577	
Holidays	\$489	\$467	\$487			\$479	\$452					\$514	\$330	
Administrative	\$33		\$227											
Auto Allowance														
Deferred Compensation														
Other														
Monthly Benefit Cost	\$2,623	\$3,759	\$3,143	NIC	NIC	\$3,167	\$3,351	NIC	NIC	NIC	NIC	\$3,357	\$3,357	NIC
Annual Benefit Cost	\$43,022	\$45,594	\$37,716	NIC	NIC	\$38,248	\$40,212	NIC	NIC	NIC	NIC	\$40,408	\$40,285	NIC
Total Monthly Comp.	\$12,804	\$13,145	\$11,564	NIC	NIC	\$11,487	\$11,750	NIC	NIC	NIC	NIC	\$12,516	\$10,500	NIC
Total Annual Comp.	\$153,643	\$157,748	\$139,012	NIC	NIC	\$137,648	\$141,003	NIC	NIC	NIC	NIC	\$154,984	\$126,001	NIC

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

<sup>1</sup> ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

**Alameda County Transportation Improvement Authority**

Appendix IIc: Total Compensation Data  
 May 2008

ASSOCIATE ENGINEER		Class Title	Rank	Comparator Agency	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Alameda County Congestion Management Agency	Associate Transportation Planner / Associate Transportation Engineer <sup>1</sup>			\$13,145	\$157,746	01/01/08
2	San Francisco County Transportation Authority	Administrative Engineer			\$12,916	\$154,994	05/22/07
3	Alameda County Transportation Improvement Authority	Associate Engineer			\$12,804	\$153,643	07/01/07
4	Metropolitan Transportation Commission	Associate Prog Coord / Associate Planner-Analyst <sup>1</sup>			\$11,750	\$141,003	03/11/07
5	Alameda County Public Works Department	Associate Engineer <sup>2</sup>			\$11,584	\$139,012	02/01/08
6	Contra Costa Transportation Authority	Associate Transportation Engineer			\$11,487	\$137,848	07/01/07
7	Santa Clara Valley Transportation Authority	Transportation Planner III			\$10,500	\$126,001	05/21/07
	BART	N/C					
	City of Oakland Public Works Department	N/C					
	Orange County Transportation Authority	N/C					
	Port of Oakland	N/C					
	Riverside County Transportation Commission	N/C					
	San Bernardino Associated Governments	N/C					
	Transportation Authority of Marin	N/C					
<b>Average of Comparators</b>					\$11,897	\$142,767	
% ACTIA Above/Below					7.1%	7.1%	
<b>Median of Comparators</b>					\$11,667	\$140,007	
% ACTIA Above/Below					8.9%	8.9%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix IIa: Top Salary Data  
 May 2008

AUTHORITY CLERK		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	City of Oakland Public Works Department	Deputy City Clerk	\$7,813	\$93,756	07/01/07
2	San Francisco County Transportation Authority	Clerk of the Authority	\$7,221	\$86,652	05/22/07
3	Alameda County Transportation Improvement Authority	Authority Clerk	\$6,591	\$79,088	07/01/07
4	San Bernardino Associated Governments	Clerk of the Board/Administrative Assistant	\$6,565	\$78,780	8/15/2007
5	Riverside County Transportation Commission	Staff Analyst	\$6,561	\$78,732	07/01/06
6	Port of Oakland	Executive Assistant	\$6,276	\$75,312	06/30/07
7	Alameda County Congestion Management Agency	Executive Assistant	\$6,000	\$72,000	01/01/08
8	Contra Costa Transportation Authority	Executive Secretary	\$5,900	\$70,800	07/01/07
9	Alameda County Transportation Authority	Executive Secretary to the GM / Board Assistant <sup>1</sup>	\$5,730	\$68,760	05/21/07
10	Transportation Authority of Marin	Executive Assistant/Clerk of the Board	\$5,308	\$63,696	Varies
11	Metropolitan Transportation Commission	Administrative Assistant III (Grade IV Salary Range)	\$5,206	\$62,472	02/01/08
12	Orange County Transportation Authority	Clerk of the Board, Assistant	\$5,068	\$60,819	07/24/07
	Alameda County Public Works Department	N/C			
	BART	N/C			
<b>Average of Comparators</b>			<b>\$6,150</b>	<b>\$73,798</b>	
<b>% ACTIA Above/Below</b>			<b>6.7%</b>	<b>6.7%</b>	
<b>Median of Comparators</b>			<b>\$6,000</b>	<b>\$72,000</b>	
<b>% ACTIA Above/Below</b>			<b>9.0%</b>	<b>9.0%</b>	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority  
 Note: Salary numbers may vary slightly due to cell formulas & rounding.  
 N/C - Non Comparator

<sup>1</sup> ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.



Alameda County Transportation Improvement Authority  
 Appendix (lb: Benefits Detail)  
 May 2008

Agency	ACTIA	ACCHA	Alameda Co. PWD	BART	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFCTA	SCVTA	TA OF MARIN
Class Title	Authority Clerk	Executive Assistant	NIC	NIC	Deputy City Clerk	Executive Secretary	Administrative Assistant III	Clerk of the Board, Assistant	Executive Assistant	Staff Analyst	Clerk of the Board / Admin Assistant	Clerk of the Board Authority	Exec Secretary to the GM/ Board Assistant	Executive Assistant / Clerk of the Board
Top Monthly Salary	\$6,991	\$6,000	NIC	NIC	\$7,325	\$5,900	\$5,206	\$5,098	\$6,276	\$8,561	\$6,565	\$7,221	\$5,730	\$5,300
Employee Retirement														
PERB Formula	\$461	\$420			\$366	\$413	\$384	\$370	\$502	\$459	\$507	\$505	\$401	\$372
Enhanced PERB Formula	2.5% @ \$5	2% @ \$5			2.7% @ \$5	2% @ \$5	2.5% @ \$5	OCERS	2.7% @ \$5	2.7% @ \$5		2% @ \$5	2% @ \$5	2% @ \$5
Last Year Spliced	\$250				\$494		\$198		\$424	\$443				
12 Month Highest Salary	\$79	\$72			\$88									
Life Insurance														
EMHC														
Other														
Insurance <sup>3</sup>														
Celestis <sup>1</sup>	\$1,500	\$1,356			\$1,224	\$1,042	\$1,224	\$1,535	\$1,289	\$600	\$706	\$1,450	\$1,257	\$1,140
Health		\$250			\$97	\$192	\$126	\$170	\$126	\$103			\$141	\$171
Dental		\$29			\$23		\$16	\$39	\$12	\$29			\$17	\$36
Vision														
EAP					\$25		\$11	\$25	\$21	\$26	\$1		\$5	\$4
Life		\$22			\$25		\$11	\$25	\$21	\$26	\$13		\$5	\$10
LTD <sup>2</sup>		\$146			\$29		\$16	\$16	\$26	\$46	\$26		\$5	\$51
STD							\$14	\$8						
Other														
Leave														
Vacation	\$350	\$392			\$423	\$607	\$340	\$292	\$362	\$379	\$379	\$555	\$483	\$309
Holidays	\$330	\$300			\$366	\$340	\$269	\$214	\$338	\$328	\$328	\$399	\$284	\$204
Administrative	\$35				\$141						\$126			\$81
Auto Allowance					\$350									
Deferred Compensation														
Other														
Monthly Benefit Cost	\$3,026	\$3,057	NIC	NIC	\$3,628	\$2,638	\$2,698	\$2,716	\$3,054	\$3,040	\$2,927	\$2,900	\$2,974	\$2,435
Annual Benefit Cost	\$36,312	\$36,689	NIC	NIC	\$43,501	\$31,628	\$31,176	\$32,675	\$36,647	\$36,485	\$34,921	\$34,797	\$35,689	\$29,219
Total Monthly Comp.	\$9,017	\$9,057	NIC	NIC	\$10,950	\$9,538	\$7,804	\$7,763	\$9,350	\$9,601	\$9,192	\$10,121	\$9,704	\$7,743
Total Annual Comp.	\$108,609	\$108,689	NIC	NIC	\$131,397	\$102,428	\$93,646	\$93,394	\$111,999	\$115,217	\$110,301	\$121,449	\$104,443	\$92,815

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 SANBAG Califeria plan is really a flex spending account that includes Health, Dental, Vision, EAP & LTD.  
 2 The average annual cost to SANBAG is \$122,14,29. Except EES are eligible for this benefit. The amount displayed is the average cost per employee, per month.  
 3 ACCCHA's benefit information has not been verified by the Agency due to lack of response. Last year's data are shown.

Alameda County Transportation Improvement Authority

Appendix IIc: Total Compensation Data  
 May 2008

AUTHORITY CLERK		Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
Rank	Comparator Agency				
1	City of Oakland Public Works Department	Deputy City Clerk	\$10,950	\$131,397	07/01/07
2	San Francisco County Transportation Authority	Clerk of the Authority	\$10,121	\$121,449	05/22/07
3	Alameda County Transportation Improvement Authority	Authority Clerk	\$9,617	\$115,400	07/01/07
4	Riverside County Transportation Commission	Staff Analyst	\$9,601	\$115,217	07/01/06
5	Port of Oakland	Executive Assistant	\$9,330	\$111,959	06/30/07
6	San Bernardino Associated Governments	Clerk of the Board/Administrative Assistant	\$9,192	\$110,301	8/15/2007
7	Alameda County Congestion Management Agency	Executive Assistant	\$9,057	\$108,689	07/01/07
8	Santa Clara Valley Transportation Authority	Executive Secretary to the GM / Board Assistant <sup>1</sup>	\$8,704	\$104,443	07/24/07
9	Contra Costa Transportation Authority	Executive Secretary	\$8,536	\$102,428	05/21/07
10	Metropolitan Transportation Commission	Administrative Assistant III (Grade IV Salary Range)	\$7,804	\$93,648	01/01/08
11	Orange County Transportation Authority	Clerk of the Board, Assistant	\$7,783	\$93,394	Varies
12	Transportation Authority of Marin	Executive Assistant/Clerk of the Board	\$7,743	\$92,915	02/01/08
	Alameda County Public Works Department	N/C			
	BART	N/C			
Average of Comparators % ACTIA Above/Below			\$8,984 6.6%	\$107,804 6.6%	
Median of Comparators % ACTIA Above/Below			\$9,057 5.8%	\$108,689 5.8%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

**Alameda County Transportation Improvement Authority**  
 Appendix IIa: Top Salary Data  
 May 2008

<b>DEPUTY DIRECTOR / PROJECT DEVELOPMENT MANAGER</b>		<b>Class Title</b>	<b>Top Monthly Salary</b>	<b>Top Annual Salary</b>	<b>Salary Effective Date</b>
1	Alameda County Congestion Management Agency	Chief Deputy Director, Programs & Projects <sup>2,3</sup>	\$20,583	\$247,000	01/01/08
2	San Francisco County Transportation Authority	Deputy Director for Capital Projects	\$14,963	\$179,556	05/22/07
3	Alameda County Transportation Improvement Authority	Deputy Director/Project Development Manager	\$14,769	\$177,224	07/01/07
4	City of Oakland Public Works Department	Project Manager III	\$14,734	\$176,808	07/01/07
5	Riverside County Transportation Commission	Deputy Executive Director	\$14,456	\$173,472	07/01/06
6	Metropolitan Transportation Commission	Programming & Allocation Section Director <sup>4</sup>	\$14,335	\$172,024	02/01/08
7	Contra Costa Transportation Authority	Chief Deputy Executive Director, Projects	\$14,200	\$170,400	07/01/07
8	Santa Clara Valley Transportation Authority	Dep Director, Construction / Dep Director, Programming & Project Development <sup>1</sup>	\$13,840	\$166,080	09/10/07
9	Alameda County Public Works Department	Deputy Director, Public Works	\$13,428	\$161,136	12/30/07
10	San Bernardino Associated Governments	Director of Freeway Construction	\$12,799	\$153,588	08/15/07
11	Transportation Authority of Marin	Project Delivery Manager	\$11,278	\$135,336	Varies
	BART	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
<b>Average of Comparators</b>			<b>\$14,462</b>	<b>\$173,540</b>	
<b>% ACTIA Above/Below</b>			<b>2.1%</b>	<b>2.1%</b>	
<b>Median of Comparators</b>			<b>\$14,268</b>	<b>\$171,212</b>	
<b>% ACTIA Above/Below</b>			<b>3.4%</b>	<b>3.4%</b>	

**NOTE:** All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

<sup>1</sup> ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

<sup>2</sup> Requires a P.E. License.

<sup>3</sup> ACCMA's salary ranges are wider than most agencies' (average of 45% spread) and most current employees are compensated at the mid-point of the range. In order to be consistent with the type of data presented from other comparator agencies, the top of the ACCMA's range is shown as a reference point for ACTIA.

<sup>4</sup> MTC's salary values are approximate - based on an average 2.4% increase from last year's salary figures

Alameda County Transportation Improvement Authority  
 Appendix IIb: Benefits Detail  
 May 2008

Agency	ACTIA	ACCMA	Alameda Co. PWD	BART	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFCYA	BCVTA	TA of Marin
Class Title	Deputy Dir / Project Dev. Mgr	Chief Dep. Dir. Programs & Projects	Deputy Director, Public Works	N/C	Project Manager III	Chief Deputy Executive Director, Projects	Programming & Allocation Section Director	N/C	N/C	Deputy Executive Director	Director of Freeman Construction	Deputy Director for Capital Projects	Dep. Director, Construction / Dep. Dir. Prog & Project Dev.	Project Delivery Manager
Top Monthly Salary	\$14,789	\$20,553	\$13,420		\$13,813	\$14,200	\$14,335			\$14,456	\$12,799	\$14,983	\$13,840	\$11,270
Employee Retirement														
PERS	\$1,034	\$1,441	\$403		\$891	\$984	\$1,003			\$1,012	\$988	\$1,047	\$989	\$789
PERS Formula	2.5% @ 88	2% @ 55	1937 Act		2.7% @ 55	2% @ 55	2.5% @ 55			2.7% @ 55		2% @ 55	2% @ 55	2% @ 55
Enhanced PERS Formula	\$661				\$932		\$445			\$976				
Last Year Spilled														
12 Month Highest Salary	\$177	\$247	\$504		\$166								\$168	\$135
Social Security													\$594	\$55
EMPC														
Other														
Insurance <sup>4</sup>														
Careteria <sup>2</sup>	\$1,500													
Health		\$1,386	\$192		\$1,224	\$1,042	\$1,950			\$800	\$708	\$1,450	\$1,257	\$1,140
Dental		\$290	\$124		\$97	\$192	\$129			\$103	\$141	\$171	\$141	\$171
Vision		\$29	\$4		\$23	\$16	\$16			\$4	\$1	\$7	\$2	\$4
EAP		\$22	\$2		\$46	\$50	\$80			\$25	\$13	\$25	\$25	\$30
Life		\$502	\$873		\$55	\$45	\$53			\$119	\$89	\$92	\$92	\$95
LTD <sup>1</sup>							\$40			\$101	\$26			
STD														
Other														
Leave														
Vacation <sup>1</sup>	\$652	\$1,346	\$775		\$797	\$1,385	\$937			\$834	\$738	\$1,151	\$1,883	\$891
Holidays	\$738	\$1,029	\$775		\$891	\$819	\$772			\$723	\$840	\$808	\$586	\$434
Administrative	\$67		\$516		\$266						\$246			\$130
Auto Allowance			\$873		\$350						\$800			
Deferred Compensation										\$1,084	\$880			
Other														
Monthly Benefit Cost	\$4,920	\$6,292	\$6,276	N/C	\$6,336	\$4,608	\$6,907	N/C	N/C	\$5,888	\$8,010	\$4,484	\$8,891	\$3,882
Annual Benefit Cost	\$59,034	\$76,800	\$83,316	N/C	\$84,038	\$64,098	\$83,030	N/C	N/C	\$88,267	\$101,122	\$63,449	\$87,093	\$43,824
Total Monthly Comp.	\$19,888	\$28,876	\$18,704	N/C	\$19,149	\$18,708	\$19,842	N/C	N/C	\$20,144	\$17,809	\$19,417	\$19,431	\$14,930
Total Annual Comp.	\$238,258	\$322,498	\$224,453	N/C	\$229,793	\$224,438	\$238,104	N/C	N/C	\$241,729	\$213,710	\$233,005	\$233,173	\$179,180

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 SCVTA's Vacation time includes PTO.  
 2 SANBAG - Careteria plan is really a flex spending account that includes Health, Dental, Vision, EAP & LTD.  
 3 The average annual cost to SanBAG is \$192.14. 23 Exempt EEs are eligible for this benefit. The amount displayed is the average cost per employee, per month.  
 4 ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

**Alameda County Transportation Improvement Authority**

Appendix I(c): Total Compensation Data  
 May 2008

DEPUTY DIRECTOR / PROJECT DEVELOPMENT MANAGER		Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Alameda County Congestion Management Agency	Chief Deputy Director, Programs & Projects <sup>2,3</sup>	\$26,875	\$322,496	01/01/08
2	Riverside County Transportation Commission	Deputy Executive Director	\$20,144	\$241,729	07/01/06
3	Metropolitan Transportation Commission	Programming & Allocation Section Director	\$19,842	\$236,104	07/01/07
4	Alameda County Transportation Improvement Authority	Deputy Director/Project Development Manager	\$19,688	\$236,268	09/10/07
5	Santa Clara Valley Transportation Authority	Dep Director, Construction / Dep Director, Programming & Project Development <sup>1</sup>	\$19,431	\$233,173	05/22/07
6	San Francisco County Transportation Authority	Deputy Director for Capital Projects	\$19,417	\$233,005	07/01/07
7	City of Oakland Public Works Department	Project Manager III	\$19,149	\$229,793	12/30/07
8	Contra Costa Transportation Authority	Chief Deputy Executive Director, Projects	\$18,708	\$224,498	07/01/07
9	Alameda County Public Works Department	Deputy Director, Public Works	\$18,704	\$224,453	02/01/08
10	San Bernardino Associated Governments	Director of Freeway Construction	\$17,809	\$213,710	08/15/07
11	Transportation Authority of Marin	Project Delivery Manager	\$14,930	\$179,160	Varies
	BART	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
Average of Comparators			\$19,501	\$234,012	
% ACTIA Above/Below			1.0%	1.0%	
Median of Comparators			\$19,283	\$231,399	
% ACTIA Above/Below			2.1%	2.1%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix IIa: Top Salary Data  
 May 2008

EXECUTIVE ASSISTANT		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	Port of Oakland	Administrative Specialist	\$5,768	\$69,216	06/30/07
2	Santa Clara Valley Transportation Authority	Executive Secretary	\$5,755	\$69,060	09/10/07
3	San Francisco County Transportation Authority	Office Manager <sup>1</sup>	\$5,735	\$68,820	05/22/07
4	Alameda County Transportation Improvement Authority	Executive Assistant	\$5,299	\$63,588	07/01/07
5	City of Oakland Public Works Department	Administrative Assistant II	\$5,187	\$62,244	07/01/07
6	Riverside County Transportation Commission	Administrative Assistant	\$5,155	\$61,860	07/01/06
7	Contra Costa Transportation Authority	Administrative Assistant, Projects	\$5,000	\$60,000	07/01/07
8	Alameda County Public Works Department	Administrative Assistant	\$4,862	\$58,344	12/16/07
9	BART	Administrative Secretary	\$4,772	\$57,264	07/01/07
10	Alameda County Congestion Management Agency	Administrative Assistant II	\$4,750	\$57,000	01/01/08
11	Metropolitan Transportation Commission	Administrative Assistant III (Grade III Salary)	\$4,734	\$56,808	02/01/08
12	San Bernardino Associated Governments	Secretary III	\$4,030	\$48,360	08/15/07
13	Orange County Transportation Authority	Secretary II, Senior	\$3,605	\$43,264	07/24/07
	Transportation Authority of Marin	N/C			
<b>Average of Comparators</b>			<b>\$4,946</b>	<b>\$59,363</b>	
% ACTIA Above/Below			6.7%	6.7%	
<b>Median of Comparators</b>			<b>\$4,931</b>	<b>\$59,172</b>	
% ACTIA Above/Below			6.9%	6.9%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

<sup>1</sup> The class title and responsibilities have been altered slightly since last year and the Incumbent's main responsibility is supporting the Deputy Director of Finance and Administration, in addition to providing general assistance to other Authority staff.

Alameda County Transportation Improvement Authority  
 Appendix (ib: Benefits Detail)  
 May 2008

Agency	ACTIA	ACCMA	Alameda Co. PWD	BART	City of Oakland PWD	CETA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFCTA	SCVTA	TA OF MARIN
Class Title	Executive Assistant	Administrative Assistant II	Administrative Assistant	Administrative Secretary	Administrative Assistant II	Administrative Assistant, Projects	Administrative Assistant III	Secretary II, Senior	Administrative Specialist	Administrative Assistant	Secretary III	Office Manager	Executive Secretary	IVC
Top Monthly Salary	\$6,259	\$4,750	\$4,862	\$4,772	\$4,663	\$5,000	\$4,734	\$3,905	\$5,768	\$5,155	\$4,030	\$5,735	\$5,765	
Employee Retirement:														
PERB Formula	\$371	\$333		\$334	\$243	\$350	\$331	\$263	\$461	\$361	\$311	\$401	\$403	
Enhanced PERB Formula	2.5% @ 85	2% @ 55	1937 Act	2% @ 85	2.7% @ 85	2% @ 85	2.5% @ 85	OCEB9	2.7% @ 85	2.7% @ 85		2% @ 85	2% @ 85	
Last Year Spliced	\$201				\$320		\$180		\$389	\$348				
12 Month Highest Salary														
Social Security	\$64	\$57	\$301										\$69	
EMPC													\$357	
Other														
Insurance 1														
Criteria 1	\$1,500													
Health		\$1,386	\$1,306	\$1,970	\$1,224	\$1,042	\$1,224	\$1,935	\$1,289	\$600	\$706	\$1,450	\$1,257	
Dental		\$200	\$124	\$150	\$97	\$162	\$126	\$170	\$69	\$153			\$141	
Vision		\$29	\$4	\$5	\$23		\$18	\$36	\$12	\$29			\$17	
EAP													\$2	
Life		\$22	\$1	\$12	\$16	\$30	\$10	\$19	\$19	\$4	\$1		\$5	
LTD 4		\$116		\$53	\$19	\$45	\$18	\$11	\$24	\$42	\$28		\$5	
STD							\$13	\$4		\$36	\$41			
Other														
Leave														
Vacation	\$306	\$311	\$281	\$275	\$261	\$285	\$310	\$208	\$333	\$297	\$233	\$441	\$553	
Holidays	\$266	\$238	\$281	\$275	\$243	\$288	\$295	\$193	\$311	\$258	\$202	\$309	\$243	
Administrative	\$20													
Auto Allowance														
Deferred Compensation														
Other				\$166				\$36		\$387	\$202			
Monthly Benefit Cost	\$2,727	\$2,780	\$2,300	\$3,148	\$2,632	\$2,333	\$2,487	\$2,434	\$2,919	\$2,568	\$1,736	\$2,801	\$2,047	IVC
Annual Benefit Cost	\$32,723	\$33,362	\$27,602	\$37,769	\$30,389	\$27,992	\$29,841	\$29,209	\$35,023	\$30,827	\$20,835	\$31,217	\$24,669	IVC
Total Monthly Comp.	\$8,026	\$7,630	\$7,162	\$7,516	\$7,336	\$7,333	\$7,221	\$6,039	\$8,667	\$7,724	\$5,768	\$8,336	\$8,802	IVC
Total Annual Comp.	\$98,311	\$90,362	\$85,946	\$90,012	\$88,748	\$87,992	\$86,649	\$72,474	\$104,239	\$92,667	\$69,195	\$100,037	\$106,628	IVC

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 SANBAG - Criteria plan is really a flex spending account that includes Health, Dental, Vision, EAP & LTD.  
 2 The average annual cost to SanBAG is \$192.14, 23 Exempt EEs are eligible for this benefit. The amount displayed is the average cost per employee, per month.  
 3 ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

Alameda County Transportation Improvement Authority

Appendix IIc: Total Compensation Data  
 May 2008

EXECUTIVE ASSISTANT		Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Santa Clara Valley Transportation Authority	Executive Secretary	\$8,802	\$105,629	09/10/07
2	Port of Oakland	Administrative Specialist	\$8,667	\$104,239	06/30/07
3	San Francisco County Transportation Authority	Office Manager	\$8,336	\$100,037	05/22/07
4	Alameda County Transportation Improvement Authority	Executive Assistant	\$8,026	\$96,311	07/01/07
5	BART	Administrative Secretary	\$7,918	\$95,012	07/01/07
6	Riverside County Transportation Commission	Administrative Assistant	\$7,724	\$92,687	07/01/06
7	Alameda County Congestion Management Agency	Administrative Assistant II	\$7,530	\$90,362	01/01/08
8	City of Oakland Public Works Department	Administrative Assistant II	\$7,386	\$88,748	07/01/07
9	Contra Costa Transportation Authority	Administrative Assistant, Projects	\$7,333	\$87,992	07/01/07
10	Metropolitan Transportation Commission	Administrative Assistant III (Grade III Salary)	\$7,221	\$86,649	12/16/07
11	Alameda County Public Works Department	Administrative Assistant	\$7,162	\$85,946	07/24/07
12	Orange County Transportation Authority	Secretary II, Senior	\$6,039	\$72,474	02/01/08
13	San Bernardino Associated Governments Transportation Authority of Marin	Secretary III N/C	\$5,766	\$69,195	08/15/07
Average of Comparators % ACTIA Above/Below			\$7,493 6.6%	\$89,914 6.6%	
Median of Comparators % ACTIA Above/Below			\$7,463 7.0%	\$89,555 7.0%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator



Alameda County Transportation Improvement Authority  
 Appendix IIa: Top Salary Data  
 May 2008

EXECUTIVE DIRECTOR		Class Title	Top Monthly Salary	Top Annual Salary	Salary Effective Date
1	Alameda County Public Works Department	Director of Public Works	\$18,170	\$218,036	12/16/07
2	Santa Clara Valley Transportation Authority	Chief Construction Officer/Chief Development Officer <sup>1</sup>	\$18,150	\$217,800	09/10/07
3	Port of Oakland	Deputy Executive Director	\$17,500	\$210,000	08/30/07
4	Riverside County Transportation Commission	Executive Director	\$17,347	\$208,164	07/01/06
5	Alameda County Congestion Management Agency	Executive Director	\$17,147	\$205,759	01/01/08
6	Alameda County Transportation Improvement Authority	Executive Director	\$17,105	\$205,259	07/01/07
7	BART	General Manager	\$17,076	\$204,912	07/01/07
8	Metropolitan Transportation Commission	Deputy Director <sup>2</sup>	\$16,982	\$203,784	02/01/08
9	San Francisco County Transportation Authority	Executive Director	\$16,667	\$200,004	05/22/07
10	San Bernardino Associated Governments	Executive Director	\$16,458	\$197,500	08/15/07
11	Contra Costa Transportation Authority	Executive Director	\$15,368	\$184,416	07/01/07
12	Transportation Authority of Marin	Executive Director	\$14,460	\$173,520	Varies
	City of Oakland Public Works Department	N/C			
	Orange County Transportation Authority	N/C			
Average of Comparators			\$16,848	\$202,172	
% ACTIA Above/Below			1.5%	1.5%	
Median of Comparators			\$17,076	\$204,912	
% ACTIA Above/Below			0.2%	0.2%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.  
 N/C - Non Comparator

1 ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

2 MTC's salary values are approximate - based on an average 2.4% increase from last year's salary figures.

Alameda County Transportation Improvement Authority

Appendix IIc: Total Compensation Data  
 May 2008

EXECUTIVE DIRECTOR		Rank	Comparator Agency	Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Santa Clara Valley Transportation Authority		Chief Construction Officer/Chief Development Officer <sup>1</sup>	\$24,876	\$298,510	09/10/07	
2	Port of Oakland		Deputy Executive Director	\$24,576	\$294,909	06/30/07	
3	Riverside County Transportation Commission		Executive Director	\$24,455	\$293,455	07/01/06	
4	Alameda County Public Works Department		Director of Public Works	\$24,318	\$291,812	12/16/07	
5	San Bernardino Associated Governments		Executive Director	\$23,232	\$278,783	08/15/07	
6	Alameda County Transportation Improvement Authority		Executive Director	\$23,165	\$277,984	07/01/07	
7	Alameda County Congestion Management Agency		Executive Director	\$23,127	\$277,519	01/01/08	
8	Metropolitan Transportation Commission		Deputy Director	\$23,118	\$277,420	07/01/07	
9	BART		General Manager	\$22,988	\$275,860	07/01/07	
10	San Francisco County Transportation Authority		Executive Director	\$21,463	\$257,554	02/01/08	
11	Contra Costa Transportation Authority		Executive Director	\$21,277	\$255,319	05/22/07	
12	Transportation Authority of Marin		Executive Director	\$19,161	\$229,929	Varies	
	City of Oakland Public Works Department		N/C				
	Orange County Transportation Authority		N/C				
				Average of Comparators	\$22,963	\$275,562	
				% ACTIA Above/Below	0.9%	0.9%	
				Median of Comparators	\$23,127	\$277,519	
				% ACTIA Above/Below	0.2%	0.2%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix IIB: Benefits Detail  
 May 2008

Agency	City of Oakland										TA of Marin		
	ACTIA	ACCMA	Alameda Co. PWD	BART	PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC		SANBAG	SFCTA
Class Title	Executive Director	Executive Director	Director of Public Works	Deputy General Manager	NIC	Executive Director	Deputy Director	NIC	Deputy Executive Director	Executive Director	Executive Director	Executive Director	Chief Construction Officer / Chief Dev Officer
Top Monthly Salary	\$17,105	\$17,147	\$18,170	\$17,076	NIC	\$15,388	\$16,982	NIC	\$17,900	\$17,347	\$16,468	\$16,897	\$10,150
Employee Retirement	\$1,197	\$1,200	\$545	\$1,185	2% @ 55	\$1,076	\$1,189	2.5% @ 55	\$1,400	\$1,214	\$1,271	\$1,107	\$1,270
PERS Formula	2.5% @ 55	2% @ 55	1927 Ad	2% @ 55	2% @ 55	2% @ 55	2.5% @ 55	2.5% @ 55	2.7% @ 55	2.7% @ 55	2% @ 55	2% @ 55	2% @ 55
Enhanced PERS Formula	\$880	\$880					\$645		\$1,181	\$1,171			
Last Year Spliced													
12 Month Highest Salary	\$205	\$208	\$504										\$210
Social Security													\$594
EMPC													
Other													\$71
Insurance <sup>4</sup>													
Calaverita <sup>3</sup>	\$1,600		\$192			\$1,042	\$1,950		\$1,259	\$800	\$706	\$1,450	\$1,237
Health		\$1,388	\$1,309	\$1,870		\$192	\$129		\$89	\$183			\$141
Dental		\$250	\$124	\$16			\$18		\$12	\$29			\$17
Vision		\$29	\$4	\$5			\$22		\$4	\$4			\$2
EAP		\$22	\$2	\$84		\$50	\$71		\$57	\$25	\$13		\$25
Life		\$418		\$100		\$45	\$93		\$74	\$142	\$115		\$82
LTD <sup>1</sup>							\$47			\$121	\$28		\$62
STD													
Other													
Leave													
Vacation <sup>1</sup>	\$987	\$1,121	\$1,048	\$985		\$1,478	\$1,110		\$1,010	\$1,001	\$850	\$1,282	\$2,443
Holidays	\$855	\$957	\$1,086	\$955		\$887	\$914		\$842	\$867	\$823	\$897	\$789
Administrative	\$86		\$898						\$951				
Auto Allowance	\$600	\$450	\$673			\$1,139			\$400	\$460	\$1,000		\$400
Deferred Compensation													
Other													
Monthly Benefit Cost	\$6,050	\$5,930	\$6,148	\$5,912	NIC	\$5,309	\$6,136	NIC	\$7,078	\$7,108	\$6,774	\$4,798	\$6,728
Annual Benefit Cost	\$72,725	\$71,755	\$73,776	\$70,948	NIC	\$70,903	\$73,838	NIC	\$84,809	\$86,281	\$81,263	\$57,864	\$80,718
Total Monthly Comp.	\$23,165	\$23,127	\$24,318	\$22,938	NIC	\$21,277	\$23,118	NIC	\$24,876	\$24,485	\$23,232	\$21,483	\$24,876
Total Annual Comp.	\$277,984	\$277,619	\$291,612	\$276,880	NIC	\$256,319	\$277,430	NIC	\$294,909	\$293,468	\$279,783	\$257,664	\$298,610

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 SCVTA's Vacation time includes PTO.  
 2 SANBAG - Calaverita plan is really a flex spending account that includes Health, Dental, Vision, EAP & LTD.  
 3 The average annual cost to SANBAG is \$192,14, 23 Exempt EERs are eligible for this benefit. The amount displayed is the average cost per employee, per month.  
 4 ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

Alameda County Transportation Improvement Authority  
 Appendix IIa: Top Salary Delta  
 May 2008

FINANCE AND ADMINISTRATION MANAGER		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	Alameda County Congestion Management Agency	Director, Finance & Administration <sup>4</sup>	\$15,358	\$184,300	01/01/08
2	Santa Clara Valley Transportation Authority	CFO / Fiscal Resources Mgr / Chief Admin Off / HR Mgr <sup>1</sup>	\$14,430	\$173,160	09/10/07
3	Alameda County Transportation Improvement Authority	Finance & Administrative Manager	\$13,516	\$162,187	07/01/07
4	Metropolitan Transportation Commission	CFO / Finance Principal / Admin & Technology Svcs Section Director / HR Manager <sup>1,5</sup>	\$13,292	\$159,498	02/01/08
5	City of Oakland Public Works Department	Manager, Treasury / Admin Services Manager II <sup>1</sup>	\$13,233	\$158,796	07/01/07
6	San Francisco County Transportation Authority	Deputy Director for Finance & Administration	\$13,010	\$156,120	05/22/07
7	San Bernardino Associated Governments	CFO / Director of Management Services <sup>1,3</sup>	\$12,799	\$153,589	08/15/07
8	Contra Costa Transportation Authority	Chief Financial Officer <sup>2</sup>	\$12,600	\$151,200	07/01/07
9	Riverside County Transportation Commission	Chief Financial Officer	\$12,570	\$150,840	07/01/06
10	Port of Oakland	Manager, Administration/Finance Services	\$12,168	\$146,016	06/30/07
11	Alameda County Public Works Department	Management Services Administrator, PW	\$11,920	\$143,040	12/16/07
12	Transportation Authority of Marin	Manager of Finance & Administration	\$10,248	\$122,976	Varies
	BART	N/C			
	Orange County Transportation Authority	N/C			
Average of Comparators			\$12,875	\$154,503	
% ACTIA Above/Below			4.7%	4.7%	
Median of Comparators			\$12,799	\$153,589	
% ACTIA Above/Below			5.3%	5.3%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority.

Note: Salary numbers may vary slightly due to cell formulas & rounding.  
 N/C - Non Comparator

1 ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

2 Class includes Human Resources and other Administrative functions.

3 Director of Management Services includes some transportation-related projects.

4 ACCMA's salary ranges are wider than most agencies' (average of 45% spread) and most current employees are compensated at the mid-point of the range. In order to be consistent with the type of data presented from other comparator agencies, the top of the ACCMA's range is shown as a reference point for ACTIA.

5 MTC's salary values are approximate - based on an average 2.4% increase from last year's salary figures.

Alameda County Transportation Improvement Authority  
 Appendix I(b): Benefits Detail  
 May 2008

FINANCE AND ADMINISTRATION MANAGER															
Agency	ACTIA	ACCMA	Alameda Co. PWD	BART	City of Oakland	PWD	CCTA	INTC	OCTA	Port of Oakland	RCCTC	SANBAG	SFCTA	SCVTA	TA OF MARIN
Class Title	Finance & Administration Manager	Director, Finance & Administration	Management Services Administrator, PW	NIC	Manager, Treasury / Admin Svcs Mgr II	Chief Financial Officer	Chief Financial Officer	CEO / Fin Principal / Admin & Tech Svcs Sec Dir / HR Mgr	NIC	Manager, Administration/Finance Services	Chief Financial Officer	GFO / Director of Management Services	Deputy Director for Finance & Administration	CFO / Fiscal Res Mgr / Chief Admin Officer / HR Mgr	Manager of Finance & Administration
Top Monthly Salary	\$13,616	\$15,350	\$11,920		\$12,408	\$12,600	\$12,292	\$13,292		\$12,168	\$12,570	\$12,789	\$13,010	\$14,430	\$10,248
Employee Retirement															
PERS	\$948	\$1,075	\$358		\$520	\$802	\$930	\$930		\$973	\$830	\$888	\$911	\$1,010	\$717
PERS Formula	2.6% @ 65	2% @ 55	1937 Act		2.7% @ 55	2% @ 55	2.5% @ 55	2.5% @ 55		2.7% @ 55	2.7% @ 55	2% @ 55	2% @ 55	2% @ 55	2% @ 55
Enhanced PERS Formula	\$614				\$837		\$903			\$821	\$848				
Last Year Spliced															
12 Month Highest Salary															
Social Security	\$162	\$184	\$504		\$148										
EMPC															
Other															
Insurance <sup>4</sup>															
Caterina <sup>2</sup>	\$1,600														
Health		\$1,386	\$1,309		\$1,224	\$1,042	\$1,950	\$800		\$1,259	\$800	\$706	\$1,450	\$1,237	\$1,140
Dental		\$280	\$124		\$87	\$192	\$129	\$183		\$89	\$129			\$161	\$171
Vision		\$29			\$23		\$18	\$29		\$12	\$29			\$17	\$30
EAP								\$4		\$22	\$4			\$2	\$4
Life		\$22	\$2		\$42	\$50	\$58	\$40		\$40	\$25	\$13		\$25	\$36
LTD <sup>3</sup>		\$375			\$49	\$45	\$49	\$49		\$51	\$103	\$89		\$85	\$59
STD															
Other															
Leave															
Vacation <sup>1</sup>	\$780	\$1,004	\$608		\$716	\$1,212	\$889	\$889		\$702	\$725	\$736	\$1,001	\$1,942	\$591
Holidays	\$876	\$768	\$988		\$820	\$727	\$716	\$716		\$855	\$829	\$640	\$701	\$810	\$394
Administrative	\$52		\$455		\$239							\$246			\$116
Auto Allowance															
Deferred Compensation															
Other															
Monthly Benefit Cost	\$4,629	\$6,132	\$4,326	NIC	\$4,965	\$4,180	\$5,288	\$5,056	NIC	\$4,824	\$5,056	\$5,010	\$4,052	\$5,746	\$3,442
Annual Benefit Cost	\$55,548	\$73,594	\$51,912	NIC	\$59,583	\$49,801	\$63,100	\$60,667	NIC	\$58,490	\$60,667	\$60,123	\$48,744	\$68,959	\$41,304
Total Monthly Comp.	\$18,246	\$20,491	\$18,246	NIC	\$17,371	\$18,760	\$18,850	\$17,626	NIC	\$16,792	\$17,626	\$17,609	\$17,072	\$20,176	\$13,890
Total Annual Comp.	\$217,740	\$245,890	\$184,954	NIC	\$209,458	\$201,001	\$222,880	\$211,607	NIC	\$201,600	\$211,607	\$213,712	\$204,864	\$242,116	\$164,280

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.  
 1 SCVTA's Vacation lines include PTO.  
 2 SANBAG - Children's plan is really a flex spending account that includes Health, Dental, Vision, EAP & LTD.  
 3 The average annual cost to SANBAG is \$192.14. 23 Exempt EEs are eligible for this benefit. The amount displayed is the average cost per employee, per month.  
 4 ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

**Alameda County Transportation Improvement Authority**

Appendix IIc: Total Compensation Data  
 May 2008

FINANCE AND ADMINISTRATION MANAGER		Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
Rank	Comparator Agency				
1	Alameda County Congestion Management Agency	Director, Finance & Administration <sup>4</sup>	\$20,491	\$245,890	01/01/08
2	Santa Clara Valley Transportation Authority	CFO / Fiscal Resources Mgr / Chief Admin Off / HR Mgr <sup>1</sup>	\$20,176	\$242,115	09/10/07
3	Metropolitan Transportation Commission	CFO / Finance Principal / Admin & Technology Svcs Section Director / HR Manager <sup>1</sup>	\$18,550	\$222,598	07/01/07
4	Alameda County Transportation Improvement Authority	Finance & Administrative Manager	\$18,145	\$217,740	08/15/07
5	San Bernardino Associated Governments	CFO / Director of Management Services <sup>1,3</sup>	\$17,809	\$213,712	07/01/06
6	Riverside County Transportation Commission	Chief Financial Officer	\$17,626	\$211,507	07/01/07
7	City of Oakland Public Works Department	Manager, Treasury / Admin Services Manager II <sup>1</sup>	\$17,371	\$208,458	05/22/07
8	San Francisco County Transportation Authority	Deputy Director for Finance & Administration	\$17,072	\$204,864	06/30/07
9	Port of Oakland	Manager, Administration/Finance Services	\$16,792	\$201,506	02/01/08
10	Contra Costa Transportation Authority	Chief Financial Officer <sup>2</sup>	\$16,750	\$201,001	07/01/07
11	Alameda County Public Works Department	Management Services Administrator, PW	\$16,246	\$194,954	12/16/07
12	Transportation Authority of Marin	Manager of Finance & Administration	\$13,690	\$164,280	Varies
	BART	N/C			
	Orange County Transportation Authority	N/C			
Average of Comparators % ACTIA Above/Below			\$17,507 3.5%	\$210,080 3.5%	
Median of Comparators % ACTIA Above/Below			\$17,371 4.3%	\$208,458 4.3%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix Iia: Top Salary Data  
 May 2008

PROGRAM COORDINATOR		Class Title	Top Monthly Salary	Top Annual Salary	Salary Effective Date
1	Alameda County Congestion Management Agency	Management Analyst	\$7,617	\$91,400	01/01/08
2	Alameda County Transportation Improvement Authority	Program Coordinator	\$7,434	\$89,203	07/01/07
3	Alameda County Public Works Department	Management Analyst	\$7,155	\$85,860	12/16/07
4	City of Oakland Public Works Department	Administrative Analyst II	\$6,750	\$81,000	07/01/07
5	Santa Clara Valley Transportation Authority	Management Analyst	\$6,650	\$79,800	09/10/07
6	Riverside County Transportation Commission	Staff Analyst	\$6,561	\$78,732	07/01/06
	BART	N/C			
	Contra Costa Transportation Authority	N/C			
	Metropolitan Transportation Commission	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
	San Bernardino Associated Governments	N/C			
	San Francisco County Transportation Authority	N/C			
	Transportation Authority of Marin	N/C			
			<b>\$6,947</b>	<b>\$83,388</b>	
			<b>6.6%</b>	<b>6.6%</b>	
			<b>\$6,750</b>	<b>\$81,000</b>	
			<b>9.2%</b>	<b>9.2%</b>	
			<b>Average of Comparators</b>		
			<b>% ACTIA Above/Below</b>		
			<b>Median of Comparators</b>		
			<b>% ACTIA Above/Below</b>		

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix 1b: Benefits Detail  
 May 2008

Agency	ACTA	ACCMA	Alameda Co. PWD	BART	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFCTA	SCVTA	TA of Meritt
Class Title	Program Coordinator	Management Analyst	Management Analyst	Management Analyst	Administrative Analyst II	N/C	N/C	N/C	N/C	Staff Analyst	N/C	N/C	Management Analyst	N/C
Top Monthly Salary	\$7,434	\$7,617	\$7,155	N/C	\$8,328					\$5,961			\$8,650	
Employee Retirement	\$420	\$533	\$215		\$316					\$459			\$468	
PEERS	2.5% @ \$5	2% @ \$5	1937 Act		2.7% @ \$5					2.7% @ \$5			2% @ \$5	
Enhanced PERS Formula	\$282				\$427					\$443				
Last Year Spillover														
12 Month Highest Salary	\$69	\$91	\$444		\$76								\$80	
Social Security													\$412	
EMPC														
Other														
Insurance <sup>1</sup>	\$1,500													
Caterina		\$1,368	\$192		\$1,224					\$600			\$1,257	
Health		\$290	\$124		\$97					\$183			\$141	
Dental		\$29	\$4		\$23					\$29			\$17	
Vision			\$2							\$4			\$2	
EAP										\$25			\$5	
Life		\$186			\$25					\$54				
LTD					\$25					\$46				
STD														
Other														
Leave														
Vacation	\$429	\$498	\$413		\$365					\$379			\$639	
Holidays	\$372	\$361	\$275		\$316					\$328			\$281	
Administrative	\$29													
Auto Allowance														
Deferred Compensation														
Other														
Monthly Benefit Cost	\$3,221	\$3,416	\$3,390	N/C	\$2,691	N/C	N/C	N/C	N/C	\$3,040	N/C	N/C	\$3,300	N/C
Annual Benefit Cost	\$38,654	\$40,992	\$40,976	N/C	\$34,988	N/C	N/C	N/C	N/C	\$36,485	N/C	N/C	\$39,693	N/C
Total Monthly Comp.	\$10,655	\$11,033	\$10,545	N/C	\$9,219	N/C	N/C	N/C	N/C	\$9,801	N/C	N/C	\$9,950	N/C
Total Annual Comp.	\$127,657	\$132,398	\$126,538	N/C	\$110,628	N/C	N/C	N/C	N/C	\$118,217	N/C	N/C	\$119,403	N/C

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.  
<sup>1</sup> ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.



**Alameda County Transportation Improvement Authority**

Appendix II.c: Total Compensation Data  
 May 2008

PROGRAM COORDINATOR		Class Title	Rank	Comparator Agency	Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Alameda County Congestion Management Agency	Management Analyst <sup>1</sup>			\$11,033	\$132,398	01/01/08
2	Alameda County Transportation Improvement Authority	Program Coordinator			\$10,655	\$127,857	07/01/07
3	Alameda County Public Works Department	Management Analyst			\$10,545	\$126,538	12/16/07
4	Santa Clara Valley Transportation Authority	Management Analyst			\$9,950	\$119,403	09/10/07
5	Riverside County Transportation Commission	Staff Analyst			\$9,601	\$115,217	07/01/06
6	City of Oakland Public Works Department	Administrative Analyst II			\$9,219	\$110,628	07/01/07
	BART	N/C					
	Contra Costa Transportation Authority	N/C					
	Metropolitan Transportation Commission	N/C					
	Orange County Transportation Authority	N/C					
	Port of Oakland	N/C					
	San Bernardino Associated Governments	N/C					
	San Francisco County Transportation Authority	N/C					
	Transportation Authority of Marin	N/C					
<b>Average of Comparators</b>					<b>\$10,070</b>	<b>\$120,836</b>	
<b>% ACTIA Above/Below</b>					<b>5.5%</b>	<b>5.5%</b>	
<b>Median of Comparators</b>					<b>\$9,950</b>	<b>\$119,403</b>	
<b>% ACTIA Above/Below</b>					<b>6.6%</b>	<b>6.6%</b>	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority  
 Note: Salary numbers may vary slightly due to cell formulas & rounding.  
 N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix IIa. Top Salary Data  
 May 2008

PROGRAMS AND PUBLIC AFFAIRS MANAGER		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	Alameda County Transportation Improvement Authority	Programs & Public Affairs Manager	\$11,997	\$143,968	07/01/07
2	Metropolitan Transportation Commission	Legislative & Public Affairs Section Dir / Sr. Public Info-Outreach-Sr Legislative Analyst / Principal Trans Planner <sup>1,2</sup>	\$11,896	\$142,756	02/01/08
3	San Bernardino Associated Governments	Director of Intergovernmental & Legislative Affairs / Public Information Officer / Director of Transit & Rail Programs <sup>1</sup>	\$11,193	\$134,316	08/15/07
4	Riverside County Transportation Commission	Dir of Public Info / Dir of Regional Prog & Public Affairs / Transit Program Manager <sup>1</sup>	\$10,700	\$128,400	07/01/06
5	Transportation Authority of Marin	Manager of Programming & Legislation	\$10,479	\$125,748	Varies
6	Contra Costa Transportation Authority	Director, Govt & Comm Relations / Program Manager <sup>1</sup>	\$9,950	\$119,400	07/01/07
7	City of Oakland Public Works Department	Public Information Officer III / Sr Transportation Planner <sup>1</sup>	\$9,758	\$117,096	07/01/07
	Alameda County Congestion Management Agency	N/C			
	Alameda County Public Works Department	N/C			
	BART	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
	San Francisco County Transportation Authority	N/C			
	Santa Clara Valley Transportation Authority	N/C			
Average of Comparators			\$10,663	\$127,953	
% ACTIA Above/Below			11.1%	11.1%	
Median of Comparators			\$10,589	\$127,074	
% ACTIA Above/Below			11.7%	11.7%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

<sup>1</sup> ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

<sup>2</sup> MTC's salary values are approximate - based on an average 2.4% increase from last year's salary figures.

Alameda County Transportation Improvement Authority  
 Appendix 1(b): Benefits Detail  
 May 2008

Agency	ACTIA	ACCINA	Alameda Co. PWD	BART	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTE	SANBAG	SFCTA	BCVTA	TA OF MGRIN
Class Title	Programs & Public Affairs Manager	Programs & Public Affairs Manager	Director, Govt & Community Relations/Program Mgr	Public Info Officer III / Sr. Information Planner	Leg & Public Aff Sec Dir / Public Info Officer/ Sr. Analyst / Pm. Plans Planner	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Dir of Public Info / Dir of Transit & Mktg Prog	Manager of Programming & Legislation
Top Monthly Salary	\$11,987		\$9,148		\$11,080		\$10,700		\$11,103					\$10,479
Employee Retirement	\$640		\$487		\$633		\$749		\$684					\$734
PERS Formula	2.5% @ \$6		2,785		2,825		2,722							2,405
Enhanced PERS Formula	\$485		\$810		\$432									
Last Year Spliced														
12 Month Highest Salary	\$144		\$110											\$120
Social Security														\$51
Other														
Insurance	\$1,600													\$1,140
Careerists 1			\$1,224		\$1,950		\$800		\$708					\$1,171
Health			\$97		\$129		\$183							\$33
Dental			\$23		\$10		\$4							\$4
Vision														
EAP														
LTD 1			\$31		\$60		\$25		\$1					\$30
LTD 2					\$44		\$8		\$78					\$51
Other			\$36		\$33		\$75		\$26					
Leave														
Vacation	\$92		\$528		\$778		\$517		\$840					\$605
Holidays	\$600		\$457		\$841		\$535		\$560					\$403
Administrative	\$48		\$178						\$215					\$131
Auto Allowance			\$350						\$900					
Deferred Compensation									\$839					
Other														
Monthly Benefit Cost	\$4,278		\$4,105		\$4,928		\$4,428		\$4,551					\$3,489
Annual Benefit Cost	\$51,334		\$49,273		\$59,317		\$53,740		\$54,623					\$41,870
Total Monthly Comp.	\$16,278		\$13,284		\$18,933		\$16,128		\$16,744					\$13,989
Total Annual Comp	\$195,302		\$160,032		\$227,173		\$193,536		\$200,922					\$167,818

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.

1 SANBAG - Careerists plan is ready a this spending account that includes Health, Dental, Vision, EAP & LTD.

2 The average annual cost to SANBAG is \$192,141.23. Except EAs are eligible for this benefit. The amount displayed is the average cost per employee, per month.

Alameda County Transportation Improvement Authority

Appendix IIc: Total Compensation Data  
 May 2008

PROGRAMS AND PUBLIC AFFAIRS MANAGER		Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Metropolitan Transportation Commission	Legislative & Public Affairs Section Dir / Sr. Public Info-Outreach-Sr Legislative Analyst / Principal Trans Planner <sup>1</sup>	\$16,823	\$201,873	07/01/07
2	Alameda County Transportation Improvement Authority	Programs & Public Affairs Manager	\$16,275	\$195,302	09/15/07
3	San Bernardino Associated Governments	Director of Intergovernmental & Legislative Affairs / Public Information Officer / Director of Transit & Rail Programs <sup>1</sup>	\$15,744	\$188,922	07/01/06
4	Riverside County Transportation Commission	Dir of Public Info / Dir of Regional Prog & Public Affairs / Transit Program Manager <sup>1</sup>	\$15,128	\$181,536	02/01/08
5	Transportation Authority of Marin	Manager of Programming & Legislation	\$13,968	\$167,618	Varies
6	Contra Costa Transportation Authority	Director, Govt & Comm Relations / Program Manager <sup>1</sup>	\$13,507	\$162,082	07/01/07
7	City of Oakland Public Works Department	Public Information Officer III / Sr Transportation Planner <sup>1</sup>	\$13,254	\$159,052	07/01/07
	Alameda County Congestion Management Agency	N/C			
	Alameda County Public Works Department	N/C			
	BART	N/C			
	Orange County Transportation Authority	N/C			
	Port of Oakland	N/C			
	San Francisco County Transportation Authority	N/C			
	Santa Clara Valley Transportation Authority	N/C			
			\$14,737	\$176,847	
			9.4%	9.4%	
			\$14,548	\$174,577	
			10.6%	10.6%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

Alameda County Transportation Improvement Authority  
 Appendix Ila: Top Salary Data  
 May 2008

SENIOR ACCOUNTANT		Class Title	Top Monthly Salary	Top Annual Salary	Top Salary Effective Date
1	Port of Oakland	Port Senior Accountant	\$8,417	\$101,004	06/30/07
2	Alameda County Transportation Improvement Authority	Senior Accountant	\$7,776	\$93,309	07/01/07
3	Alameda County Congestion Management Agency	Senior Accountant	\$7,617	\$91,400	01/01/08
4	City of Oakland Public Works Department	Accountant III	\$7,573	\$90,876	07/01/07
5	Metropolitan Transportation Commission	Accountant / Auditor II	\$7,285	\$87,423	02/01/08
6	San Francisco County Transportation Authority	Senior Accountant	\$7,221	\$86,652	05/22/07
7	Santa Clara Valley Transportation Authority	Senior Accountant / Accountant III <sup>1</sup>	\$7,176	\$86,112	09/10/07
8	Contra Costa Transportation Authority	Senior Accountant	\$7,150	\$85,800	07/01/07
9	BART	Accountant	\$5,972	\$71,664	07/01/07
10	Alameda County Public Works Department	Senior Accountant	\$5,803	\$69,636	12/16/07
11	Orange County Transportation Authority	Accountant, Senior	\$5,600	\$67,205	07/24/07
	Riverside County Transportation Commission	N/C			
	San Bernardino Associated Governments	N/C			
	Transportation Authority of Marin	N/C			
Average of Comparators			\$6,981	\$83,777	
% ACTIA Above/Below			10.2%	10.2%	
Median of Comparators			\$7,198	\$86,382	
% ACTIA Above/Below			7.4%	7.4%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.  
 N/C - Non Comparator

<sup>1</sup> ACTIA's class is bracketed by two or more comparators and the average salary of all comparators was entered into the top monthly salary field.

Alameda County Transportation Improvement Authority  
 Appendix 1b: Benefits Detail  
 May 2008

Agency	ACTIA	ACCMA	Alameda Co. PWD	BAIRT	City of Oakland PWD	CCTA	MTC	OCTA	Port of Oakland	RCTC	SANBAG	SFCTA	SOCTA	TA of Marin
<b>SENIOR ACCOUNTANT</b>														
Class Title	Senior Accountant	Senior Accountant	Senior Accountant	Accountant	Accountant III	Senior Accountant	Accountant / Auditor II	Accountant, Senior	Port Senior Accountant	NIC	NIC	Senior Accountant	Sr Accountant / Accountant II	NIC
Top Monthly Salary	\$7,776	\$7,617	\$5,803	\$5,972	\$7,100	\$7,150	\$7,285	\$5,900	\$6,417			\$7,221	\$7,176	
Employee Retirement														
PERB	\$544	\$533	\$174	\$418	\$355	\$301	\$510	\$409	\$873			\$505	\$502	
PERB Formula	2.5% @ 35	2% @ 35	1937 Act	2% @ 35	2.7% @ 35	2% @ 35	2.5% @ 35	OCERS	2.7% @ 35			2% @ 35	2% @ 35	
Enhanced PERB Formula	\$285				\$479		\$277		\$556					
Unfunded														
12 Month Highest Salary	\$93	\$91	\$380		\$85								\$85	\$485
Social Security														
EMPC														
Other														
Insurance 1	\$1,500													
Caterina		\$1,388	\$192	\$1,070	\$1,224	\$1,042	\$1,224	\$1,535	\$1,259			\$1,450	\$1,257	
Health		\$290	\$124	\$150	\$97	\$192	\$129	\$170	\$69				\$141	
Dental		\$29	\$4	\$16	\$23		\$16	\$36	\$12				\$17	
Vision		\$23	\$4	\$5			\$2	\$2	\$2				\$2	
EAP		\$23	\$2	\$15	\$24	\$43	\$15	\$28	\$28				\$5	
Life		\$166		\$88	\$28	\$45	\$27	\$17	\$35					
LTD														
STD														
Other														
Leave														
Vacation	\$449	\$498	\$335	\$345	\$410	\$686	\$478	\$323	\$488			\$555	\$690	
Holidays	\$359	\$381	\$335	\$345	\$355	\$413	\$392	\$237	\$453			\$389	\$304	
Administrative	\$30													
Auto Allowance														
Deferred Compensation								\$56						
Other				\$156										
Monthly Benefit Cost	\$1,300	\$3,416	\$3,057	\$3,385	\$3,079	\$2,923	\$3,088	\$2,617	\$3,625	NIC	NIC	\$2,900	\$3,449	NIC
Annual Benefit Cost	\$39,609	\$40,992	\$38,667	\$40,617	\$36,851	\$35,076	\$37,050	\$33,799	\$43,485	NIC	NIC	\$34,797	\$41,384	NIC
Total Monthly Comp.	\$11,076	\$11,033	\$5,860	\$9,357	\$10,179	\$10,073	\$10,374	\$8,417	\$12,042	NIC	NIC	\$10,121	\$10,824	NIC
Total Annual Comp.	\$132,814	\$132,398	\$70,320	\$112,285	\$122,140	\$120,876	\$124,482	\$101,004	\$144,499	NIC	NIC	\$121,449	\$127,480	NIC

Note: Total Monthly Compensation number may vary slightly from the sum of its components due to cell formulas & rounding.  
 1 ACCMA's benefits information has not been verified by the Agency due to lack of response. Last year's data are shown.

Alameda County Transportation Improvement Authority

Appendix I.c: Total Compensation Data  
 May 2008

SENIOR ACCOUNTANT		Rank	Comparator Agency	Class Title	Total Monthly Compensation	Total Annual Compensation	Salary Effective Date
1	Port of Oakland		Port Senior Accountant		\$12,042	\$144,499	06/30/07
2	Alameda County Transportation Improvement Authority		Senior Accountant		\$11,076	\$132,914	07/01/07
3	Alameda County Congestion Management Agency		Senior Accountant <sup>2</sup>		\$11,033	\$132,388	01/01/08
4	Santa Clara Valley Transportation Authority		Senior Accountant / Auditor II		\$10,624	\$127,490	09/10/07
5	Metropolitan Transportation Commission		Accountant / Auditor II		\$10,374	\$124,482	07/01/07
6	City of Oakland Public Works Department		Accountant III		\$10,179	\$122,149	05/22/07
7	San Francisco County Transportation Authority		Senior Accountant		\$10,121	\$121,449	07/01/07
8	Contra Costa Transportation Authority		Senior Accountant		\$10,073	\$120,876	07/01/07
9	BART		Accountant		\$9,357	\$112,285	02/01/08
10	Alameda County Public Works Department		Senior Accountant		\$8,860	\$108,325	12/16/07
11	Orange County Transportation Authority		Accountant, Senior		\$8,417	\$101,004	07/24/07
	Riverside County Transportation Commission		N/C				
	San Bernardino Associated Governments		N/C				
	Transportation Authority of Marin		N/C				
<b>Average of Comparators</b>					\$10,108	\$121,296	
% ACTIA Above/Below					8.7%	8.7%	
<b>Median of Comparators</b>					\$10,150	\$121,799	
% ACTIA Above/Below					8.4%	8.4%	

NOTE: All calculations exclude Alameda County Transportation Improvement Authority

Note: Salary numbers may vary slightly due to cell formulas & rounding.

N/C - Non Comparator

# ATTACHMENT B

## Alameda County Transportation Improvement Authority Appendix I: Side-By-Side Comparison May 2008

Classification	ALL COMPARATOR RESULTS									
	Top Monthly Salary Data					Total Monthly Compensation Data				
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	ACTIA Total Monthly Compensation	Average	% above or below	Median	% above or below
Executive Director	\$17,105	\$16,848	1.5%	\$17,076	0.2%	\$23,165	\$22,963	0.9%	\$23,127	0.2%
Deputy Director/Project Development Engineer	\$14,769	\$14,462	2.1%	\$14,268	3.4%	\$19,688	\$19,501	1.0%	\$19,283	2.1%
Finance & Administration Manager	\$13,516	\$12,875	4.7%	\$12,799	5.3%	\$18,145	\$17,507	3.5%	\$17,371	4.3%
Programs & Public Affairs Manager	\$11,997	\$10,663	11.1%	\$10,589	11.7%	\$16,275	\$14,737	9.4%	\$14,548	10.6%
Associate Engineer	\$9,178	\$8,530	7.1%	\$8,420	8.3%	\$12,804	\$11,897	7.1%	\$11,667	8.9%
Senior Accountant	\$7,776	\$6,981	10.2%	\$7,198	7.4%	\$11,076	\$10,108	8.7%	\$10,150	8.4%
Program Coordinator	\$7,434	\$6,947	6.6%	\$6,750	9.2%	\$10,655	\$10,070	5.5%	\$9,950	6.6%
Authority Clerk	\$6,591	\$6,150	6.7%	\$6,000	9.0%	\$9,617	\$8,984	6.6%	\$9,057	5.8%
Executive Assistant	\$5,299	\$4,946	6.7%	\$4,931	6.9%	\$8,026	\$7,493	6.6%	\$7,463	7.0%
			AVG: 6.3%		AVG: 6.8%			AVG: 5.5%		AVG: 6.0%

Classification	NORTHERN CALIFORNIA COMPARATOR RESULTS									
	Top Monthly Salary Data					Total Monthly Compensation Data				
	ACTIA Top Monthly Salary	Average	% above or below	Median	% above or below	ACTIA Total Monthly Compensation	Average	% above or below	Median	% above or below
Executive Director	\$17,105	\$16,835	1.6%	\$17,076	0.2%	\$23,165	\$22,767	1.7%	\$23,118	0.2%
Deputy Director/Project Development Engineer	\$14,769	\$14,670	0.7%	\$14,268	3.4%	\$19,688	\$19,632	0.3%	\$19,283	2.1%
Finance & Administration Manager	\$13,516	\$12,918	4.4%	\$13,010	3.7%	\$18,145	\$17,460	3.8%	\$17,072	5.9%
Programs & Public Affairs Manager	\$11,997	\$10,521	12.3%	\$10,215	14.9%	\$16,275	\$14,388	11.6%	\$13,737	15.6%
Associate Engineer	\$9,178	\$8,530	7.1%	\$8,420	8.3%	\$12,804	\$11,897	7.1%	\$11,667	8.9%
Program Coordinator	\$7,434	\$7,043	5.3%	\$6,953	6.5%	\$10,655	\$10,187	4.4%	\$10,248	3.8%
Senior Accountant	\$7,776	\$7,135	8.2%	\$7,221	7.1%	\$11,076	\$10,296	7.0%	\$10,179	8.1%
Authority Clerk	\$6,591	\$6,182	6.2%	\$5,950	9.7%	\$9,617	\$9,031	6.1%	\$8,880	7.7%
Executive Assistant	\$5,299	\$5,174	2.4%	\$5,000	5.6%	\$8,026	\$7,821	2.6%	\$7,530	6.2%
			AVG: 5.3%		AVG: 6.6%			AVG: 4.9%		AVG: 6.5%



**ACTIA BOARD AGENDA ITEM #5  
MEETING DATE: 6/26/08**

**MEMORANDUM**

**To:** Authority Members  
**From:** Wendel, Rosen, Black & Dean LLP and The Gibbs Law Group  
**Date:** June 19, 2008  
**Subject:** Review of Complaints by Mr. Clarence Hunt

**Executive Summary:**

Mr. Clarence Hunt made a series of complaints and objections on May 22, 2008 addressed to the Executive Director. The ALF Committee in a closed session at its meeting on June 11, 2008, recommended that the full Board review Mr. Hunt's complaints. Legal Counsel and staff have reviewed Mr. Hunt's complaints and provide a brief response to each one in this report.

**Discussion:**

Each of Mr. Hunt's concerns is specifically addressed below:

"1. You have contracted ACTIA outside legal services to consultants that have clear and specific conflicts of interest with ACTIA and ACTIA's stakeholders and sponsors.

Specifically, you have failed to request and acquire necessary waivers from ACTIA's stakeholders prior to awarding contracts to legal service consultants having past and present conflicts. Furthermore, you willfully and intentionally allow consultants to offer legal and litigation services that present conflicts.

As previously requested by Paul Cobb of the Oakland Black Caucus, we request that you formally calendar this matter for hearing before the full ACTIA Board for review and final administrative resolution."

**RESPONSE:** The allegations concerning a conflict of interest by Wendel, Rosen, Black & Dean LLP raised by Mr. Paul Cobb in 2006 were thoroughly investigated by Mr. Ben Davidian. Mr. Davidian issued a report that found no conflicts under the Fair Political Practice Act or any other statute, but did recommend that Wendel, Rosen obtain written waivers of potential conflicts from ACTIA/ACTA and the other public entities. The Board, Mr. Paul Cobb and Mr. Hunt were provided copies of Mr. Davidian's report in May of 2007. ACTIA and ACTA approved and executed waivers and copies of those waivers have been provided to Mr. Hunt. Wendel, Rosen has obtained written waivers from the other public agencies that it represents and Wendel, Rosen has provided copies of those waivers to Mr. Hunt.

***Alameda County Transportation Improvement Authority  
Review of Complaints by Mr. Clarence Hunt***

**Page 2 of 5**

"2. Based upon racial animus and retaliation, you and your management staff, have specifically targeted companies owned and operated by black consultants for exclusion from current and future ACTIA contracts.

Specifically, you stated that it is your preference that Eleanor Ramsey and Mason Tillman's contract with ACTIA be terminated, but, due to Eleanor Ramsey's "political influence with [your] Board", you could not "get rid of" Eleanor Ramsey. These same statements were articulated to third-parties by other members of your management team. You have also described Eleanor Ramsey as a "trouble maker" who you cannot "trust".

RESPONSE: Mr. Hunt has submitted no credible basis for the allegation of racial animus or retaliations. He cites no source for the words attributed to Christine Monsen or other management staff members. In fact, as shown in Attachment 1 to the recently-approved Semi-Annual Local Enterprise/Small Local Business Enterprise report, the ACTIA Board has approved four contracts with companies owned by black consultants. In addition, Ms. Monsen has approved two contracts with Mr. Hunt's firm and another with a different black owned firm. Furthermore, the Board is scheduled to approve another contract this month with a black-owned local business.

Ms. Monsen has stated that she had several conversations, sometimes heated, with Mr. Hunt regarding Mason Tillman, she expressed frustration that Dr. Ramsey often brought her complaints directly to Board members or raised them in public without first trying to discuss them. She recalls expressing strong frustration that only one other vendor submitted for the Affirmative Action services when it was open for competition.

She also has stated many times that she believes that Dr. Ramsey is brilliant and a leader in the area of contract equity.

In fact Mr. Hunt set up meetings between Ms. Monsen and Dr. Ramsey to discuss their differences, many of which have been resolved.

"3. You recommended and approved ACTIA contracts amounting to tens of millions of dollars to be continually awarded to the same companies over many years without meaningful competition knowing that the terms of several ACTIA Request for Proposals were skewed toward incumbent providers. On at least one occasion, ACTIA under your watch awarded a multimillion dollar capital projects professional services contract on a sole source basis to a company owned and/or operated by your past and present colleagues providing preferential procurement treatment to same in restraint of trade. This type of conduct violates the public trust and inherently abuses taxpayer funds."

RESPONSE: The charges Mr. Hunt makes are too vague to respond to; however, all contracts over \$50,000 are approved by the Board in public sessions. Occasionally the

***Alameda County Transportation Improvement Authority  
Review of Complaints by Mr. Clarence Hunt***

***Page 3 of 5***

Board does approve sole source contracts over \$50,000. One of the largest was the original contract with BAPM. This contract has now been opened for competition twice, and both times BAPM was the top ranked firm by the selection panel. The public transportation consultant community is a small one and staff knows and is friendly with many people in the industry, but in all of the selection panels a majority of the panel members are not ACTA/ACTIA employees.

"4. You allow some of ACTIA's non-management black employees to earn the lowest salaries and lowest percentage of salary increases while you and other non-black employees routinely and without justification receive substantial annual salary increases not based upon merit and other relevant personnel factors."

RESPONSE: The allegations regarding salaries and salary increases are not true. Of the eight employees (excluding the Executive Director), six are paid below the midpoint of the 2007-2008 Salary Ranges. The four employees paid in the lower third of the range are the newest employees; the three employees paid in the middle third of their ranges are longer term employees, all of whom perform above average (this group includes one black employee); the one employee who is paid within the top third of the range is a long term employee (over 15 years), who has consistently performed exceptionally well. As a note, for fiscal year 2007-2008, the largest salary adjustment (based on % of salary) went to a black employee.

"5. You have abused your discretion in the award of contracts below \$25,000 through a pattern of awarding contracts to companies based upon unfair competition and preferential treatment. Small, local, minority-owned and operated companies are adversely impacted by your lack of impartiality in this area of procurement. As a result, black-owned small, local businesses are severely and negatively impacted by this pattern and practice of procurement misconduct."

RESPONSE: The allegation regarding abuse of discretion in awarding contracts under \$25,000 has no basis in fact. Of the 18 contracts the Executive Director has signed over the last few years, 8 were related to the office move and associated expenses (furniture, phones, wiring, and tenant improvements); one was related to the investigation requested by Mr. Paul Cobb, and one was a time extension to a contingency-based contract previously approved by the Board. Of the remaining eight contracts, three were with black-owned companies (two with Mr. Hunt), and one with a Hispanic-owned firm. In the last fiscal year 79.5% of the value of these contracts was with black-owned firms; this fiscal year, 40% of the value of these contracts was with the Hispanic-owned company.

"6. You allowed MIG to terminate Darolyn Davis (a black female) public relations subcontractor for reasons other than performance. We request that ACTIA offer and award Ms. Davis a new ACTIA contract comparable to the contract that was improperly terminated."

***Alameda County Transportation Improvement Authority  
Review of Complaints by Mr. Clarence Hunt***

***Page 4 of 5***

RESPONSE: Davis & Associates was not certified with ACTIA as an SLBE and did not meet the goals of ACTIA; MIG replaced Ms. Davis' firm with a certified SLBE, in order to respond to the contract requirement for 30% SLBE utilization. Davis and Associates was paid for the work it performed, but none of those funds could count towards either the local or small local goal utilization.

"7. You have allowed and continue to allow two black female non-management employees to be subjected to inappropriate behavior by your management staff notwithstanding the fact that these employees brought their complaints directly to you. The referenced employee complaints are so egregious that you hired an attorney to conduct an "investigation". However, your failure to resolve complaints of said black employees have apparently created a hostile and insecure work environment for the impacted workers."

RESPONSE: At the request of the Board, we are conducting an investigation of certain personnel and employment matters and are awaiting completion of that investigation. This investigation is also exploring issues within the work place. Until this investigation is complete, we cannot comment on the results of the investigation.

"8. You have allowed co-located vendors to receive ACTIA Small Local Business Certification knowing that these companies do not have an existence beyond ACTIA's office space. See: Jose Vargas bid protest in reference to ACTIA's Project Controls Contract. This procurement practice restrains competition and has an ongoing disparate impact on bonafide small, local, minority-owned companies."

RESPONSE: The consultant firms that lease office space from ACTIA are required to do so in their contracts with ACTIA. Certifications are performed by Mason Tillman. BAPMG is a certified small local business, and has been since 2002. Mr. Jesus Vargas' protest regarding this certification was heard and rejected by the ACTIA Board. There is no requirement for firms certified with ACTIA to have a certain number of contracts.

"9. You stated that ACTIA should not advertise in the Post Newspapers and El Mondo because Paul Cobb called you a "racist" at a meeting held at Geoffrey's. This statement was totally irresponsible, outrageous, and bizarre."

RESPONSE: Ms. Monsen emphatically denies making the statement asserted by Mr. Hunt. ACTIA does advertise in The Post and El Mundo. In fact, Mr. Hunt has placed ads for ACTIA in these publications.

"10. You have allowed a legal services consultant to provide litigation services through a hand picked subcontractor notwithstanding assurances to the ACTIA Board and members of the business community that you would remove litigation services from other legal services, and bid litigation as a separate contract to a totally different consultant and not sole source litigation to a subcontractor affiliated with the conflicted

***Alameda County Transportation Improvement Authority  
Review of Complaints by Mr. Clarence Hunt***

Page 5 of 5

legal consultant. Your conduct in this area of procurement creates a significant conflict of interest for ACTIA and its stakeholders.”

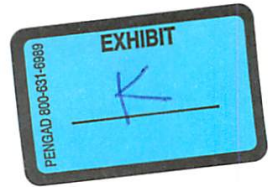
RESPONSE: The RFP for legal services stated that litigation (other than eminent domain litigation) was not included in the contract in order to create the potential opportunity to utilize other firms, particularly SLBE firms, if litigation were to occur. No litigation other than eminent domain has occurred. The personnel investigation which is now being conducted is not litigation and it was determined that this investigation could more efficiently be carried out through the Gibbs Law Group.

“11. You have failed to design, approve, and implement viable employee grievance and vendor bid protest procedures with the apparent intent to muzzle and intimidate black employees and minority-owned businesses.”

RESPONSE: Vendors can make complaints to the Deputy Director and/or the Executive Director and are free to bring their complaints to the ALF Committee or the Board, as has happened in the past. Employees can bring grievances to their supervisors, the Director of Finance and Administration, the Deputy Director and/or the Executive Director. The investigation being conducted now indicates that complaints are taken seriously. The Authority Staff is reviewing whether additional, formal policies regarding procedures should be presented to the Board for adoption.

“12. You instructed black requesters of ACTIA public records to submit all of there request to your attorneys for review. Blacks are the only public records requesters in the history of ACTIA subjected to this type of outrageous request designed and intended to intimidate and obstruct access to ACTIA's public records.”

RESPONSE: Within just over two weeks Mr. Hunt filed six requests for public records, three challenges to the responses from ACTIA, and three formal complaints. Many of these requests required review by legal counsel because they included matters that are potentially privileged. Staff and legal counsel determined that it would be more efficient to have Mr. Hunt submit additional requests directly to legal counsel, rather than Ms. Monsen freeing her to conduct the primary business of ACTIA. Legal Counsel in the past has sometimes dealt directly with those requesting public records depending upon the nature of the requested records, without regard to the race of the person requesting the records.



**THURSDAY, JUNE 26, 2008 AT 1:45PM**

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Mayor Mark Green, Vice-Chair**

Webpage:  
[www.ACTIA2022.com](http://www.ACTIA2022.com)

**Supervisor Keith Carson  
Vice-Mayor Henry Chang, Jr.  
Supervisor Scott Haggerty  
Mayor Beverly Johnson**

**Mayor Marshall Kamena  
Mayor Janet Lockhart  
Supervisor Nate Miley  
Mayor Anthony Santos  
Supervisor Gail Steele**

*Alice Lai-Bitker, Chair  
Supervisor, District 3*

*Mark Green, Vice-Chair  
Mayor, City of Union City*

**Call to Order/Salute to Flag**

*Keith Carson  
Supervisor, District 5*

**PUBLIC COMMENT:** The Authority welcomes you to its meetings and your interest is appreciated. If you wish to speak before the Board, please fill out a speaker card and hand it to the Clerk of the Authority. If you wish to speak on a matter not on the agenda, please wait until the Chair calls for Public Comment and calls your name. If you wish to speak on a matter on the agenda, please walk to the microphone when called, give your name, and your comments. Please be brief and limit your comments to the specific subject under discussion. Only matters within the Authority's jurisdiction may be addressed. Time limitations shall be at the discretion of the Chair.

*Henry Chang Jr.  
Vice-Mayor, City of Oakland*

*Scott Haggerty  
Supervisor, District 1*

*Beverly Johnson  
Mayor, City of Alameda*

1. Approval of Consent Calendar I/A

*Marshall Kamena  
Mayor, City of Livermore*

- A. [Minutes of May 22, 2008 - Page 1](#)
- B. [Approval of PAPCO Recommendations - Page 10](#)  
[Attachment A](#)    [Attachment B](#)

*Janet Lockhart  
Mayor, City of Dublin*

- C. [Approval to Transfer Existing Gap Grant Funds from ACTIA to City of Fremont - Page 37](#)    [Attachment A](#)

*Nate Miley  
Supervisor, District 4*

- D. [I-680 Express Lane Project \(ACTIA 8\) - Approval of Authorization to Negotiate and Execute a Project Specific Funding Agreement with the Alameda County Congestion Management Agency for the Construction Phase - Page 41](#)

*Anthony Santos  
Mayor, City of San Leandro*

- E. [I-580 Interchange Improvements in Castro Valley \(ACTIA 12\) - Page 43](#)

*Gail Steele  
Supervisor, District 2*

- A. Approval of Delegation of Authority to the Work Program Committee to Award the Construction Contract at its July meeting
- B. Approval of Construction Zone Enhanced Enforcement Program Agreement with the California Highway Patrol

*Christine Monsen  
Executive Director*