



## Yolo County Transportation District Board of Directors

**DIRECTORS:** Don Saylor (Chair, Yolo County), Tom Stallard (Vice-Chair, Woodland), Lucas Frerichs (Davis), Chris Ledesma (West Sacramento), Jesse Loren (Winters), Matt Dulcich (UCD, ex-officio), Greg Wong (Caltrans, ex-officio)

To participate in person, the meeting will be held at 350 Industrial Way, Woodland, CA 95776 in the YCTD Board Room. To participate via teleconference, details are:

**ZOOM WEBINAR WEB ADDRESS:** <https://zoom.us/j/94926173219>

**ZOOM WEBINAR PHONE NUMBER:** (669) 900-6833

**ZOOM WEBINAR ID:** 949 2617 3219

**All participants will be entered into the webinar as attendees.**

**MEETING DATE:** Monday, June 6, 2022

**MEETING TIME:** 7:00 PM

**Further instructions on how to participate and submit your public comments can be found in the instructions note at the end of this agenda.**

To submit a comment in writing, please email [public-comment@yctd.org](mailto:public-comment@yctd.org). In the body of the email, include the item number and/or title of the item (if applicable) with your comments. All comments received by 4:00 PM on Monday, June 6, 2022 will be provided to the YCTD Board of Directors in advance.

<u>Estimated Time</u>		<u><i>The Chairman reserves the right to limit speakers to a reasonable length of time on any agenda item, depending upon the number of people wishing to speak and the time available.</i></u>	<u>Informational</u>	<u>Action Item</u>
7:00 PM	1.	Determination of Quorum (Voting members: Woodland, Davis, West Sacramento, Winters, Yolo County) (Nonvoting members: Caltrans, UCD)		<b>X</b>
7:05 PM	2.	Comments from public regarding matters <u>on the consent calendar</u> , or <u>items NOT on the agenda</u> but within the purview of YCTD. Please note, the Board is prohibited from discussing items not on the agenda.		

### CONSENT CALENDAR

7:10	3a.	Approve Agenda for June 6, 2022 meeting		<b>X</b>
	3b.	Approve YCTD Board Minutes for Regular Meeting of May 9, 2022 ( <i>Koh</i> ) ( <i>pp 5-7</i> )		<b>X</b>
	3c.	Approve Contract with Law Offices of Kirk Trost and Terminate Contract with Sloan Sakai LLC ( <i>Bernstein</i> ) ( <i>pp 8-14</i> )		<b>X</b>
	3d.	Approve Updated Position Description for YCTD Deputy Director of Transit Operations and Planning ( <i>Bernstein</i> ) ( <i>pp 15-19</i> )		<b>X</b>

### REGULAR CALENDAR

	4.	Administrative Reports ( <i>p 20</i> ) Discussion regarding subjects not specifically listed is limited to clarifying questions <ul style="list-style-type: none"> <li>Board Members' Reports</li> <li>Ad Hoc Committee on 80 Managed Lanes Report</li> <li>Transdev's Report</li> <li>Executive Director's Report</li> </ul>	<b>X</b>	
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	5.	YCTD FY 2022-23 Budget Public Hearing and Action ( <i>Levenson</i> ) (pp 21-50)		<b>X</b>
	6	Update on 3, 6 and 12 Month Goals ( <i>Bernstein</i> ) (pp 51-68)	<b>X</b>	
	7.	Resolution 2022-08: Yolo Active Transportation Corridors (YATC) Request for Qualifications ( <i>Abbanat</i> ) (pp 69-86)	<b>X</b>	
8:00	8.	Adjournment		<b>X</b>

***UNLESS CHANGED BY THE YCTD BOARD, THE NEXT MEETING OF THE YOLO COUNTY TRANSPORTATION DISTRICT BOARD OF DIRECTORS WILL BE JULY 11, 2022 AT 7:00 PM IN THE YCTD BOARD ROOM, 350 INDUSTRIAL WAY, WOODLAND, CA 95776 OR BY ZOOM IF RECOMMENDED FOR THE SAFETY OF THOSE INVOLVED.***

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

I declare under penalty of perjury that the foregoing agenda was posted on or before Friday, June 3, 2022 at the Yolo County Transportation District Office (350 Industrial Way, Woodland, California). Additionally, copies were FAXED or transmitted electronically to the Woodland, Davis, West Sacramento, and Winters City Halls, as well as to the Clerk of the Board for the County of Yolo.




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Mimi Koh, Clerk to the Board

### **In-Person Participation Instructions**

To submit comments in-person at each open meeting, members of the public shall be provided with an opportunity to directly address the Board on items of interest to the public that are within the subject matter jurisdiction of the Board of Directors, please fill out a speaker card and give it to the Board Clerk if you wish to address the Board. Speaker cards are provided on a table by the entrance to the meeting room. Depending on the length of the agenda and number of speakers who filled out and submitted cards, the Board Chair reserves the right to limit public speaker's time to no more than three (3) minutes, or less, per agenda item.

### **Public Participation Instructions**

Based on guidance from the California Department of Public Health and the California Governor's Office, in order to minimize the spread of the COVID-19 virus, please do the following:

1. You are encouraged to participate in the June 6, 2022 Board of Directors meeting remotely via the Zoom platform using the following meeting details:
  - a. Via PC: <https://zoom.us/j/94926173219>  
Webinar ID: 949 2617 3219  
**All participants will be entered into the webinar as attendees.**
  - b. Via Phone: Phone Number: (669) 900-6833  
Webinar ID: 949 2617 3219  
**All participants will be entered into the webinar as attendees.**
2. If you are joining the webinar via Zoom and wish to make a comment on an item, click the "raise hand" button. If you are joining the webinar by phone only, press \*9 to raise your hand. Please wait for the host to announce the comment period has opened and indicate that you wish to make a comment at that time. The Clerk of the Board will notify the Chair, who will call you by name or phone number when it is your turn to comment. Speakers will be limited to 2:00 minutes.
3. If you choose not to observe the YCTD Board of Directors meeting but wish to make a comment on a specific agenda item, please submit your comment via email by 4:00 p.m. on Monday, June 6, 2022 to Clerk of the Board, at [public-comment@yctd.org](mailto:public-comment@yctd.org) or by phone at 530-402-2819 noting in the subject line: For Public Comment. Your comment will be placed into the record at the Board meeting.

# Yolo County Transportation District Board:

## *Vision, Values and Priorities*

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### Vision Statement

*The **vision statement** tells us what we intend to become or achieve in the next 3 to 5 years.*

Yolo County residents enjoy innovative and efficient mobility options connecting them to places they want to go.

### Values

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

- Collaboration
- Efficiency
- Transparency
- Innovation
- Service
- Safety
- Economic Sustainability
- Environmental Stewardship
- Equity/Social Justice

### District-Wide Priorities

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

- Effective and sustainable business model.
- Efficient, seamless, and easy to use transit system.
- Strong regional mobility partnerships enhance District services.
- Decision making that is data driven decision making and transparent.
- Environmentally sustainable operations.
- Leverage state of the art technology.



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

<b>Topic:</b> Approve YCTD Board Minutes for Regular Meeting of May 9, 2022	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>3b</b> <b>Action</b>	
		<b>Attachments:</b>	<b>Yes</b> <b>No</b>
<b>Prepared By: M. Koh</b>		<b>Meeting Date: June 6, 2022</b>	

**RECOMMENDATION:**

Staff recommends for the Yolo County Transportation District (YCTD) Board of Directors approve the Minutes for the Regular Meeting of May 9, 2022.

**MAY 9, 2022 BOARD MEETING MINUTES:**

**YOLO COUNTY TRANSPORTATION DISTRICT**  
**BOARD OF DIRECTORS MEETING**  
**May 9, 2022**  
**Yolo County Transportation District (via videoconference)**  
**350 Industrial Way, Woodland, CA 95776**

Chair Saylor called the meeting to order at 7:00 pm and requested roll call to confirm quorum was in attendance through Zoom remote participation. The following individuals were in attendance:

Board Member	Jurisdiction	In Attendance	Absent
Don Saylor (Chair)	Yolo County	X	
Lucas Frerichs (Primary)	Davis	X	
Chris Ledesma (Primary)	West Sacramento	X	
Jesse Loren (Primary)	City of Winters	X	
Tom Stallard (Primary)	City of Woodland		X
Matt Dulcich (Ex-Officio)	UC Davis	X	
Alex Padilla (Ex-Officio)	Caltrans	X	

YCTD staff in attendance were Executive Director Autumn Bernstein, Assistant Planner Daisy Romero, Clerk to the Board Mimi Koh, Senior Planner Brian Abbanat and Director of Information Systems Chad Mikula

Additional attendee(s) included: Trandev's General Manager Michael Klein

Director Saylor asked for public comments for items not on the agenda. Ms. Koh noted that written comments were emailed in by Mr. Hirsch which included slides on I-80 Study Options.

Mr. Hirsch provided public comments.

### **Agenda Items 3a, 3b, 3c, 3d, 3e, 3f — Consent Calendar\***

Director Ledesma made the motion, seconded by Director Frerichs to approve the following items on the Consent Calendar:

- 3a. Approve Agenda for May 9, 2022 Meeting
- 3b. Approve YCTD Board Minutes for Regular Meeting of April 11, 2022
- 3c. June and August YCTD Board of Directors Meeting
- 3d. Resolution 2022-05 Approving the Use of STA/SGR Funding Allocation
- 3e. Resolution 2022-06 Authorizing Remote and Hybrid Teleconference Meetings of the YCTD Board of Directors Pursuant to Assembly Bill 361
- 3f. FY 2021-22 3<sup>rd</sup> Quarter Operating Budget Status Report

Roll Call for Agenda Items 3a, 3b, 3c, 3d, 3e, 3f — Consent Calendar
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AYES	NOES	ABSENT	ABSTAIN	STATUS OF MOTION
Saylor		Stallard		Motion passed
Frerichs				
Ledesma				
Loren				

We received written public comments from Mr. Barnbaum regarding item #3e recommending that future meetings of the YCTD Board of Directors meeting apply the “hybrid” model. The public comment was forwarded to all Board members.

### **Agenda Item 4 — Administrative Reports**

*Item 4 is a non-action item and for informational purposes only.*

The following items were presented during the Administrative Reports section:

- Board Member Reports
  - Director Dulcich announced that he will be transitioning into a new position
  - Director Loren provided comments regarding the Cap-to-Cap conference
- Transdev Report
  - Mr. Klein reported on driver updates
- Executive Director Report
  - Ms. Bernstein provided the following updates:
    - Long-range calendar
    - Notes from the CAC and TAC

### **Agenda Item 5 — Receive Draft FY 2022-23 YCTD Budget**

*Item 5 is a non-action item and for informational purposes only.*

Mr. Levenson and Ms. Bernstein provided an overview of the staff report.

Director Dulcich raised a general governance question about the budget pertaining to the boundaries within the Executive Director’s flexibility. Mr. Levenson responded.

Director Ledesma asked for a walk-through of the allocation of STA dollars back to the jurisdictions. Mr. Levenson and Ms. Bernstein provided feedback.

Director Frerichs asked questions regarding the budget pertaining to routes 44, 211/212. Ms. Bernstein provided a response. Director Frerichs also commented and had questions about the memorandum regarding the FY 2022-2023 Budget, and the Administrative Operating Budget regarding staffing. Ms. Bernstein responded.

Chair Saylor provided comments on the budget regarding reflection, transparency and future predictions and appreciated the presentation. He raised the same question as Director Dulcich on the authority of the Executive Director to transfer funds from one function to another and the process. Mr. Levenson provided a response.

Director Loren provided comments regarding equity and financial indicators when serving the public while looking at the budget.

Director Saylor asked for public comments regarding agenda item #5; Mr. Hirsch provided public comments.

We received written public comments from Mr. Barnbaum on the first bullet point for item #5 related to the long-awaited expansion of the Route 42 A/B to 30 minutes headways. The public comment was forward to all Board members.

#### **Agenda Item 6 — Yolo 80 Managed Lanes Update**

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

Ms. Bernstein provided an overview of the staff report.

Chair Saylor commented on the goals approved by the Board when referencing the letter sent to Caltrans and asked for the Ad Hoc Committee on Managed Lanes to provide additional comments; Directors Dulcich and Ledesma provided comments.

Additionally, Directors Frerichs and Loren provided comments. Director Loren applauded Ms. Bernstein for her continued leadership. Director Frerichs commented about getting local legislatives involved in which Director Loren asked if Chair Saylor and Ms. Bernstein could take the lead in that outreach. Chair Saylor provided a response.

Director Saylor asked for public comments regarding agenda item #6; Mr. Hirsch provided public comments.

#### **Agenda Item 7 — Yolo Active Transportation Corridors (YATC Update)**

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

Mr. Abbanat provide an overview of the staff report.

Director Loren provided comments regarding the informal interview with interagency staff to include UC Davis. Director Frerichs added to Director Loren's comments.

Director Dulcich also provided comments on working with Mr. Abbanat on future projects.

Director Saylor asked for public comments regarding agenda item #7; there were no public comments.

#### **Agenda Item 8 — Adjournment**

There being no further regular business, Chair Saylor adjourned the regular meeting at 8:08 pm and reminded the Board of the next scheduled meeting to be held on June 6, 2022, at 7pm.

Respectfully submitted:



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Mimi Koh, Clerk to the Board

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

<b>Topic:</b> Update contract for Yolo 80 Managed Lanes legal services	<b>Agenda Item#:</b>	<b>3c</b>	
	<b>Agenda Type:</b>	<b>Action</b>	
		<b>Attachments:</b>	<div><div>Yes</div>No</div>
<b>Prepared By:</b> A. Bernstein		<b>Meeting Date:</b> June 6, 2022	

**RECOMMENDATION:**

Authorize staff to approve contract with Law Offices of Kirk Trost and terminate contract with Sloan Sakai LLC

**BACKGROUND:**

The Yolo 80 Managed Lanes project is an unprecedented project and key priority for YCTD, and one which requires specialized expertise. On December 13, 2021, the YCTD Board of Directors approved a contract with Sloan Sakai LLC to secure legal and advisory services of Kirk Trost, who has served as in-house counsel to the Sacramento Area Council of Governments (SACOG).

The contract with Sloan Sakai does not include a retainer fee; YCTD pays by the hour for services provided. A not-to-exceed amount of \$25,000 was approved by the Board. To date, \$5,577 has been paid to Sloan Sakai.

Recently, Kirk Trost left Sloan Sakai LLC and began his own law practice, for reasons unrelated to this project. To continue working with Mr. Trost, staff proposes to terminate the contract with Sloan Sakai and approve the attached contract with Law Offices of Kirk Trost.

The new contract retains all the provisions of the current contract, including the payment structure and not-to-exceed amount (less the amount already billed to Sloan Sakai), and extends its term through the end of December 2022.

The attached contract has been reviewed by District counsel, Hope Welton.

Autumn Bernstein, Executive Director  
Yolo County Transportation District  
350 Industrial Way  
Woodland CA 95776

Re: Engagement of Legal Services

Dear Ms. Bernstein:

Thank you for retaining the Law Office of Kirk E. Trost ("Trost"), to perform legal services in connection with I-80 Managed Lanes Project. I appreciate the opportunity to serve as your lawyer and look forward working with you on this matter.

This letter sets forth our agreement concerning the legal services I will provide and my fee and expense reimbursement arrangements for those services. Please read this entire agreement before signing and returning it to us.

1. **Scope of Engagement.** I will provide legal services as requested in connection with the I-80 Managed Lanes Project. My work is limited to such services. I will provide legal services for additional matters that you request, provided I agree to perform that additional work. A letter confirming such additional work shall bring such work within the scope of this agreement.
2. **Fees and Personnel.** As compensation for my services, my hourly fee will be based on my current preferred billing rate for the Sacramento Area Council of Governments (SACOG) at the time such services are rendered. The current hourly rate for SACOG is \$330/hour.

The budget for this matter, including the work performed under the prior engagement with Sloan Sakai Yeung & Wong LLP will not exceed \$19,400 through December 2022, unless extended and agreed to by the parties in writing.

3. **Billing and Payment Responsibilities.** I will send monthly invoices which are due within 30 days of receipt. If you have any questions about an invoice, please promptly telephone or write me so that we may discuss these matters. Billing is done in 1/10ths of an hour increments.

I charge separately for certain costs incurred in the representation, as well as for any disbursements to third parties made on a client's behalf. Such costs and disbursements include, for example, the following: travel (at the IRS rate in effect at the time the travel occurs), computer-assisted research, court reporting/transcription, overnight delivery and messenger services. For major disbursements to third parties, invoices may be sent directly to you for payment. I also bill for time spent traveling on a client's behalf at my normal hourly rate.

In addition, if I am asked to contract directly with a consultant (e.g., expert witness or workplace investigator) on a client's behalf, a 2% contract administration fee will be added to the expert's or consultant's bill to cover SSYW's costs in administering the contract.

4. **Termination of Services.** You may terminate my services at any time by written notice. After receiving such notice, I will cease providing services. I will cooperate with you in the orderly transfer of all related files and records to your new counsel.

I may terminate my services at any time with your consent or for good cause. Good cause exists if (a) any statement is not paid within 60 days of its date; (b) you fail to meet any other obligation under this agreement and continue in that failure for 15 days after I send written notice to you; (c) you have misrepresented or failed to disclose material facts to me, refused to cooperate with me, refused to follow my advice on a material matter, or otherwise made my representation unreasonably difficult; or (d) any other circumstance exists in which ethical rules of the legal profession mandate or permit termination, including situations where a conflict of interest arises. If I terminate services, you agree to execute a substitution of attorneys promptly and otherwise cooperate in effecting that termination.

Termination of our services, whether by you or by me, will not relieve the obligation to pay for services rendered and costs incurred before my services formally ceased.

5. **Post-Termination/Post-Project Services.** If you require additional services from me after the termination of a project or after a project concludes, you agree to pay me for any services rendered at the billing rates in effect at that time. Examples of such services include, but are not limited, responding to subpoenas or discovery, preparing for and providing testimony at a deposition, trial or hearing.
6. **Insurance.** During the term of this agreement, I will maintain lawyers professional liability insurance in an amount of \$1,000,000 per occurrence. This policy will not be canceled, nor this limit reduced unless at least ten days advance written notice be given to you.
7. **No Guarantee of Outcome.** Any comments made by me about the potential outcome of this matter are expressions of opinion only and are not guarantees or promises about any outcome or results.
8. **Government Law; Venue.** This agreement shall be governed by and construed in accordance with the laws of the State of California without regard to principles of conflicts of laws.
9. **Entire Agreement; Full Understanding; Modifications in Writing.** This letter contains our entire agreement about my representation. Any modifications or additions to this letter agreement must be made in writing.
10. **Document Retention/Destruction.** Trost is endeavoring to be a "paperless" law firm. To that goal, Trost attempts to minimize the generation and retention of documents. As a general rule, Trost does not keep "hard" copies of pleadings, discovery, correspondence, or other

documents associated with a project unless there is a need to maintain an original. Instead, documents are electronically scanned and maintained on the firm's network system. If you would like to have hard copies of documents forwarded to you please let me know. You will of course have the right to an electronic copy of any document associated with your matter at any time. Once my representation ends for any particular matter, Trost's policy is to maintain records for a period of five (5) years. If you wish to obtain a full copy of my records for any particular project, I ask that you inform me of that desire at the outset of the project or at its conclusion. Otherwise, any records associated with a particular project will be destroyed after five (5) years.

- 11. Disclosure of and Consent to Potential Conflict.** As you are aware, and as we have discussed, Trost represents the Sacramento Area Council of Governments (SACOG) as General Counsel. I also provide special counsel services to the City of West Sacramento (City) for real estate acquisitions.

I do not believe there is any conflict of interest in providing legal services to these entities and to the Yolo County Transportation District (YCTD). However, I am aware that SACOG and YCTD occasionally have funding agreements and other business transactions with each other, and that I may be asked to advise SACOG on such matters. I am also aware that the positions of SACOG and YCTD could diverge on the Project. Due to this potential for a conflict of interest among or between these parties, I am including this disclosure. I will also make a similar disclosure to SACOG.

With respect to the City, while I do not represent the City on any matters that relate to YCTD, I am aware that the positions of the City and YCTD could diverge on the Project and that such divergence could create the potential for a conflict of interest. Therefore, I am including this disclosure. For the reasons stated below, I do not intend to make a disclosure to the City of West Sacramento at this time because my engagement with it does not include matters relating to the Project.

Conflicts of interest are governed by Rule 1.7 of California Rules of Professional Conduct. Rule 1.7 states that "[a] lawyer shall not, without informed written consent from each client and compliance with paragraph (d), represent a client if the representation is directly adverse to another client in the same or a separate matter." Further, under Section 1.7(b), "[a] lawyer shall not, without informed written consent from each affected client and compliance with paragraph (d), represent a client if there is a significant risk the lawyer's representation of the client will be materially limited by the lawyer's responsibilities to or relationships with another client, a former client or a third person, or by the lawyer's own interests." Rule 1.7(d) states that the representation under Rule 1.7 is permitted only if there is compliance with 1.7(a) -1.7(c) and if:

- (1) the lawyer reasonably believes that the lawyer will be able to provide competent and diligent representation to each affected client;
- (2) the representation is not prohibited by law; and

- (3) the representation does not involve the assertion of a claim by one client against another client represented by the lawyer in the same litigation or other proceeding before a tribunal.

The Comments to Rule 1.7 state that 1.7(a) and 1.7(b) “apply to all types of legal representations, including the concurrent representation of multiple parties . . . in a single transaction or in some other common enterprise . . .”

Again, I have concluded no current conflict exists in my representation of YCTD, SACOG, and the City. I further attest to my belief that I will be able to provide competent and diligent representation to each of my clients. However, although remote, I do think the potential for conflict exists and that I should disclose the details of that potential.

#### Summary of Potential Conflict Issues

SACOG. As noted above, SACOG and YCTD have various business and funding arrangements. As SACOG’s General Counsel, I may be asked to advise SACOG on such arrangements. In the event I am asked to provide such advice, I will provide notice to you and seek a conflict waiver if appropriate. With respect to my specific representation of YCTD in connection with the I-80 Managed Lanes Project, SACOG has an interest in the Project as the Regional Transportation Planning Agency and the Metropolitan Planning Organization, with all the responsibilities that those designations entail. To date, SACOG and YCTD have acted collaboratively and with shared goals regarding the Project. Nevertheless, I also acknowledge that it is possible SACOG’s and YCTD’s interests concerning the Project could diverge. I believe the probability of such divergence is small. However, if such circumstances arose, I would immediately notify you; similarly, you should immediately notify me if you become aware of such circumstances. While I would discuss the circumstances and conflict with you and with SACOG, and the potential for a waiver exists, I would likely withdraw from representation of YCTD considering my longstanding relationship with SACOG.

City of West Sacramento. As noted, I represent the City on certain real estate matters. I do not believe this representation presents a conflict of any kind. I do acknowledge, however, that a conflict could develop between the City and YCTD over the Project. I believe the probability of such conflict is small. However, in such circumstances, it is possible that a potential conflict could arise. As noted in Rule 1.7, even though the matters of representation are unrelated, in such circumstances the concern is that the lawyer’s advocacy for one client could be comprised by the desire to satisfy another client. Therefore, similar to SACOG, if I become aware of divergence of positions on the Project by YCTD and the City of Sacramento, I would immediately notify you; again, you should immediately notify me if you become aware of such circumstances. In those circumstances, I would discuss the potential conflict with you and the City and seek a waiver if appropriate.

By signing below, YCTD consents to my concurrent representation of YCTD, SACOG, and the City, based on the above-mentioned disclosures.



Very truly yours,

Kirk E. Trost

KET:ama  
Enclosures

cc: Billing Department  
Philip Pogledich  
Hope Welton

These terms are accepted and agreed to as of the date of this letter.

By: \_\_\_\_\_  
Autumn Bernstein  
Executive Director

## ATTACHMENT 1

### Schedule of Fees

Hourly rate: \$350

Rates are reviewed and may be adjusted annually, generally in January of each year.

Consultant charges separately for certain costs in the representation, as well as for any disbursements to third parties made on a client's behalf. Such costs and disbursements include, for example, the following: travel (at the IRS rate in effect at the time the travel occurs), computer-assisted research, transcription, overnight delivery and messenger services. For major disbursements to third parties, invoices may be sent directly to the client for payment. Consultant also bills for time spent traveling on a client's behalf at normal rates.

### Billing Practices and Policies

**Professional Fees.** Fees for professional services are based on the fair value of the services rendered. To help determine the value of services, I maintain time records for each client and matter. I may adjust rates periodically (usually at the beginning of each year) to take into account inflation and other factors.

Before undertaking a particular assignment, I will, if requested, provide you with a fee estimate to the extent possible. Estimates are not possible for some matters, however, and cannot be relied on in many others because the scope of our work will not be clear at the outset. When a fee estimate is given, it is only an estimate; it is not a maximum or minimum fee quotation. The actual fee may be more or less than the quoted estimate.

Invoices contain a brief narrative description of the work performed. The invoice will include a line item reflecting any costs.

If you have any questions regarding an invoice, I am available to answer your questions. For any unresolved matters, the Bar Association has an arbitration mechanism that can be used to resolve such matters.

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

<b>Topic:</b> Approve Updated Position Description for Deputy Director of Transit Operations and Planning	<b>Agenda Item#:</b>	<b>3d</b>	
	<b>Agenda Type:</b>	<b>Attachments:</b>	<div><div>Yes</div>No</div>
<b>Prepared By:</b> A. Bernstein		<b>Meeting Date:</b> June 6, 2022	

**RECOMMENDATION:**

Approve an updated position description for the Deputy Director of Transit Operations and Planning.

**BACKGROUND:**

We are currently recruiting for a new Deputy Director to replace Jose Perez, whose last day with the District was Friday, April 8.

The existing job description was last updated in 2015. District policies require that any changes to job descriptions must be approved by the Board.

I have updated the position description to better reflect the District's current needs and priorities. I have also changed the title to *Deputy Director for Transit Operations and Planning*. No changes to salary or benefits are proposed. The updated position description is attached.

To expedite the hiring process, the new job description was reviewed and approved by Chair Saylor. The Board's action today will ratify that approval.

## **Deputy Director for Transit Operations and Planning**

Salary Range: \$135,890 - \$164,300

Date: May 10, 2022

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### **DEFINITION**

Under general direction from the Executive Director, the Deputy Director for Transit Operations and Planning is responsible for providing a safe and efficient transportation system by planning, organizing, and directing YCTD's transit operations and service planning team. The Deputy Director for Transit Operations and Planning also performs the duties of the Executive Director during their absence.

### ***Distinguishing Characteristics***

This position is YCTD's lead for overseeing the contract for bus, ADA paratransit, and microtransit operations, implementing service changes, and overseeing long-range planning. This position is also responsible for managing YCTD's transit fleet, including planning and implementation of the transition to a zero-emissions fleet consistent with California Air Resources Board mandates.

The Deputy Director for Transit Operations and Planning impacts YCTD's organizational success by providing management oversight of the day to day for all transit services; guiding decisions regarding the provision of public transportation with insight into operational/functional impacts; effectively managing the operating resources and capital assets while providing efficient transit service and ensuring that key business functions are aligned to support those operations. This is an at-will position in accordance with the Personnel Policies.

### ***Supervision Received and Exercised***

The Deputy Director for Transit Operations and Planning reports to the Executive Director and is responsible for the direct and/or indirect supervision and management of all transit operations staff. This includes both YCTD employees and oversight for contractor employees. This position serves as a proactive, leadership position that ensures that YCTD's operations achieve, and maintain the safest, most effective and efficient services possible. Further, this position is expected to participate in the sharing of expert knowledge and as a vital member of various teams.

### ***Working Conditions***

Normal working conditions for this position are in both an office and field setting. Business travel may be required between District sites, governmental agencies and other locations as required.

## **ESSENTIAL DUTIES**

Duties include, but are not limited to, the following:

### **Transit Operations**

- Provides operational oversight and direction for YCTD's transit operations.
- Oversees YCTD's bus, ADA paratransit, microtransit and specialized services operations and maintenance contracts.
- Monitors transit service and identifies opportunities for improvements/efficiencies; develops and implements change initiatives.

- Leads long-range planning processes to evaluate operational functionality and recommend enhancements, including short range transit plan (SRTTP) updates and periodic comprehensive operations analysis (COA).
- Works with neighboring/overlapping transit providers (primarily Unitrans, SacRT, and Capitol Corridor JPA) and regional planning agencies (SACOG), to coordinate services at key transfer points and enhance regional connectivity.
- Prepares for and participates in regulatory agency audits and collaborates with the finance team on National Transit Database (NTD) reporting.
- Monitors performance measures and enforces accountability, including the utilization of all available technology and data systems that provide or otherwise support operational results.
- Maintains the highest standards in safety for Yolobus passengers, operators and the public. Ensures safety training performed by contract transit operator is effective, consistent and responsive.
- Oversees the management of incidents and claims made against YCTD transit service. Reviews safety-related claims and coordinate with safety staff, outside counsel and claims adjusters to assess and respond to incidents.
- In coordination with the Finance team, oversees the development and administration of fixed route, paratransit and microtransit operating and capital budgets.
- Provides hands-on management of the scheduling and service planning functions.
- Oversees the selection and management of consultants who perform tasks and functions related to transit operations.

### **Fleet Management**

- Oversees management of YCTD's fleet of transit vehicles, including the transition to a zero-emission fleet as required under California law.
- Oversees management of other transit assets, including maintenance equipment and facilities, fueling and charging equipment, and bus shelters and signage.
- In coordination with the Finance team, oversees contracting and procurement for transit operations, vehicle purchase and maintenance in accordance with adopted procurement procedures.
- Oversees a state of good repair for YCTD's fleet of transit vehicles.

### **Other Duties**

- Maintains current awareness of potential, pending, and current legislation, policy, industry trends and best practices that may impact YCTD transit operations.
- Serves as Disadvantaged Business Enterprise Liaison Officer (DBELO) for YCTD.
- Prepares, reviews, and approves detailed correspondence and reports.
- Develop and lead presentations to YCTD Board of Directors, advisory committees and/or other entities/individuals.
- Establishes and maintains effective communications with the Board of Directors, City Councils and other federal, state, regional and local agencies, boards, and commissions and represents YCTD in public meetings and hearings.
- Selects, supervises, trains, motivates, assigns, counsels and disciplines staff, in accordance with YCTD policy including establishing professional standards for work quality, quantity, performance, and accountability.
- Serves as Executive Director during his/her absence and represents the Executive Director as assigned.
- Performs other related duties as assigned.

## **QUALIFICATIONS**

### ***Education/Experience***

- Bachelor's Degree in Transportation/Logistics, Public Administration, Business Administration, Engineering, or related field.
- Minimum 8 years' prior directly relevant experience in a public transportation system which includes planning, operations, and management, and 5 years' minimum supervisory experience.
- Experience as a manager in a major functional transportation area, or as an Assistant General Manager or Operations Manager of a smaller transportation organization is highly desirable.

A combination of experience/skills and education to fulfill the requisite knowledge, skills and abilities for this position may be considered.

### **Knowledge of:**

- Federal, state and local regulations regarding the provision of public transportation (bus, required, light rail, preferred) and ADA paratransit service (required).
- Contract Management oversight experience.
- Principles of transit planning and scheduling.
- Safety and security regulations and procedures for transit agencies.
- Policies, regulations and guidelines governing public agency procurement.
- Principles and practices of administration and organizational management, supervision, and budget development and monitoring.
- Planning methods related to service design and cost estimation.
- Knowledge of transit scheduling methods, including scheduling software.
- Ability to read, analyze and interpret maps, schedules, plans, datasets, spreadsheets, and related documents.

### **Ability to:**

- Draw responsible conclusions and make sound decisions.
- Create and maintain good working relationships through excellent communication and teambuilding skills, including the ability to engage successfully with both internal and external contacts and the public around sensitive issues.
- Effectively supervise, mentor and provide professional growth opportunities for staff under direct supervision.
- Demonstrate strong analytical, critical thinking and problem skills; ability to gather, organize, analyze, and present facts and data to appropriate sources.
- Develop and administer budgets.
- Interpret and apply local, state, and federal rules and regulations accurately and effectively.
- Demonstrate strong communication skills, both verbal and written, including the ability to prepare and deliver clear and concise reports.
- Demonstrate a professional level of expertise and use of high-level discretion and judgment in execution of duties is preferred.
- Manage and maintain simultaneous, transitional, and emerging priorities.
- Respond to system emergencies and system problems both during and outside of regular business hours.
- Demonstrate above-average proficiency in computer software programs including the Microsoft Office Suite. Experience with data analysis, transit scheduling and GIS software preferred.

## ***Certificates/Licenses***

- Possess and maintain a California driver's license, Class C, and a satisfactory driving record for the last five years.

## **SUPPLEMENTAL INFORMATION**

### ***Physical Requirements***

The physical demands described are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The employee must possess the ability to use the phone and computer for extended periods, manual dexterity to complete clerical functions and work with office equipment, and lift equipment up to 25 pounds on an occasional basis. The employee must be able to hear, see, and communicate verbally to exchange information. The employee must be able to physically travel between District locations and other destinations, work in evenings when required, work in hazardous conditions. The employee may be subject to fumes, odors, dusts, gases, chemicals. The employee must be able to walk, climb, balance, bend, carry, push, reach, sit, and stand.

### ***Machines / Tools / Equipment***

- Ability to operate a personal computer and Microsoft Office Suite programs.
- Ability to operate standard office equipment, including a copy/scan machine and telephone.
- Ability to carry and operate a smartphone on-call device.

**Application Information:** All applicants must submit a resume and cover letter to [jobs@yctd.org](mailto:jobs@yctd.org).

A job offer is contingent upon the successful completion of a pre-employment drug screen and background check. Salary based upon experience. YCTD is an Equal Opportunity Employer. Women, people of color and LGBTQ individuals are strongly encouraged to apply.

Position to remain open until filled. First review of applications will be May 27, 2022.

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

<b>Topic:</b> Administrative Reports	<b>Agenda Item#:</b>	<div>4</div> <div>Informational</div>	
	<b>Agenda Type:</b>	<b>Attachments:</b>	<div>Yes</div> <div>No</div>
<b>Prepared By:</b> M. Koh		<b>Meeting Date:</b> June 6, 2022	

**BACKGROUND:**

This section of the agenda is reserved for administrative reports.

This month the Board will receive the following:

- Ad Hoc Committee on 80 Managed Lanes Report
- Transdev's Report
- Executive Director's Report

Previously, the YCTD Executive Director provided a monthly written report to the Board as part of the Board packet and augmented that with an oral report during the meeting. Beginning with the March 2022 board meeting, the YCTD Executive Director will provide an oral report only. Additionally, the Executive Director will provide a biweekly email update to the Board of Directors, the Citizens Advisory Committee, Technical Advisory Committee, and interested stakeholders.



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

<b>Topic:</b> YCTD FY 2022-23 Budget Public Hearing and Action	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>5</b>
		<b>Deliberation/Action</b>
		<b>Attachments:</b> <b>Yes</b> <b>No</b>
<b>Prepared By: L.Levenson</b>		<b>Meeting Date: June 6, 2022</b>

## **RECOMMENDATION:**

Staff recommends that the Yolo County Transportation District (YCTD) Board of Directors:

1. Receive the Revised Preliminary FY 2022-23 Budget for Yolo County Transportation District (YCTD); and
2. Open the Public Hearing and Receive Testimony; and
3. After taking all the above into consideration, approve the attached FY 2022-23 Budget Resolution and Adopt the Revised Preliminary 2022-23 Budget as the Final Budget.

## **BACKGROUND:**

### **A. YCTD Draft and Revised Preliminary FY 2022-23 Budget**

Yolo County Transportation District's bylaws state that "the Board shall adopt at least a preliminary budget by June 30<sup>th</sup> which shall serve as the tentative District's budget pending adoption of a final budget. A final budget shall be adopted no later than August 30<sup>th</sup> of each year."

A digital copy of the YCTD Draft Preliminary FY 2022-23 Budget was emailed to Board members, City Managers and Public Works Directors on April 29, 2022 and was discussed at the YCTD Board Meeting on May 9, 2022. The attached Revised Preliminary Budget was developed after incorporating guidance and feedback from the YCTD Board of Directors, member jurisdictions, and the public, and was reviewed by the YCTD Citizen's Advisory Committee (CAC) at their May 31, 2022 meeting.

Changes from the draft budget discussed May 9, 2022 are:

1. **Increased Woodland Intracity Routes (211/212) to 12 months service from six months included in the May 9, 2022 Draft:** This would increase the budget by \$273K, funded with Woodland Federal 5307 Formula Funds and CARES Act funds.

The May 9 draft budget mistakenly included just six months of service for Woodland Intracity Routes 211 and 212, implying that a decision had been made to terminate that service upon launch of Woodland microtransit service anticipated for January 2023. In fact, no such decision has been made. The attached revised draft allows for twelve months of Route 211/212 service. This increases the budget by \$273K, which is funded through the drawdown of additional \$228K in federal FTA 5307 formula funds and \$73K in federal CARES Act funds.

2. **Increased 42A/42B route hours assumptions** to correct an error in the draft budget that mistakenly omitted some costs associated with this route. Fixing this omission added \$639K to the fixed route budget. These additional costs are assumed to be covered by a combination of federal CARES Act funds.
3. **Fixed Route/Microtransit/Paratransit Contingency Allowances:** This May 9 draft embedded contingency allowances of \$400K for Fixed Route, \$50K for Microtransit and \$100K for Paratransit in their respective contracted transportation and fuel budget lines. This version moves those assumptions into

separate contingency budget lines to make the assumptions clearer.

4. **\$7K addition to Administration budget** reflecting updated insurance premium estimates and other minor adjustments.
5. **Addition of Capital Project FR-8 Woodland East Main St. Bus Stop Improvements**, with \$378K of carryforward budget authority, funded with federal 5307 funds. This is expected to be completed in FY 2022-23 and was inadvertently omitted from the May 9 draft budget.

## **B. Efficiency and Quality Metrics**

At the May 9 Budget Hearing, a public commenter advocated for efficiency and quality metrics and targets to be included in the budget discussion. Staff agrees with this suggestion, and proposes to integrate the development of efficiency and quality metrics into YCTD's planning processes during FY 2022-23 and include them during FY 2023-24 budget development.

## **C. Long-Term Financial Planning**

The YCTD Board and some member jurisdictions have raised concerns about the long-term sustainability of YCTD operations, particularly in the wake of the pandemic and association disruptions in ridership. Both the FY 21-22 and FY 22-23 budgets rely on one-time funds to balance the budget. These include COVID recovery funds from the federal government and YCTD's own carryforward fund balance.

A full accounting of YCTD's long-term financial position must account for the District's capital improvement needs, including transit center and stop improvements and the ARB-mandated transition to a zero emission fleet. YCTD does not have a recent Capital Improvement Plan (CIP) that identifies and prioritizes capital improvements, associated costs, and funding sources. Preparation of a CIP for Board adoption is a key next step for the District, and the FY 22-23 budget includes funding for staff and consulting support to prepare the plan.

Additionally, as YCTD moves to replace fixed-route service with on-demand services like microtransit, the full costs of this transition remain uncertain. The planning and subsequent launch of microtransit in Woodland in YCTD, now slated for January 2023, will provide an important data point to inform future financial planning for transit.

Taken together, the Capital Improvement Plan and Woodland microtransit plan, in combination with YoloGo, our recently-completed Comprehensive Operational Analysis (COA), will provide a more complete picture of the District's true costs of transit service going forward.

Additionally, District moves toward embracing its multimodal mandate as a Congestion Management Agency and Transportation Authority, new costs as well as new sources of revenue will change its financial picture. The FY 22-23 budget includes, for the first time, a Multimodal program budget of \$1,000,000, largely funded by a federal RAISE grant to fund intercity active transportation corridors. As well, it includes investments to help shape the Yolo 80 managed lanes project. Our involvement in this project opens up additional funding opportunities to reinvest in our broader mobility goals.

Staff are proposing a two-pronged approach to develop a more complete picture of YCTD's long-term financial picture:

1. **For transit service:** Upon completion of a Capital Improvement Plan and rollout of the Woodland microtransit service, prepare a five year financial forecast for transit service, including projected costs, revenues and shortfalls. Identify options for increasing revenues or decreasing costs to close gaps.
2. **For broader mobility:** Engage the Board, advisory committees and stakeholders in a strategic planning process to articulate a set of long-term goals for the District's broader multimodal mandate, and a strategic plan to achieve those goals. The plan will then form the basis for future workplans and budgets.

Staff will include both of these activities in our workplan for the new fiscal year.

#### **D. Budget Resolution**

The attached Budget Resolution incorporates feedback from Board members and others and contains the following changes from the draft reviewed at the May 9, Board Meeting:

1. New WHEREAS Clause (2) clarifying the distinction between “Preliminary” and “Final” Budgets.
2. RESOLVED Clause (b) clarified that the COLA applies to extra help (interns), and that for administrative simplicity, the COLA should be effective on July 3 rather than July 1 (since July 3 is the first day of a pay period).
3. RESOLVED Clause (f) updates the deposit authorization to maintain the General Reserve at 25% of operating expenses to \$335,000 (from \$112,000 in the May 9 version), to correspond to the updated operating budget total.
4. In response to Board comments, RESOLVED Clause (g) is updated to allow the Executive Director to move operating budget appropriation authority between expenditure categories only within program budgets (Administration, Fixed Route, Microtransit and Paratransit), but not between programs (as would have been allowed by the May 9 version).
5. New RESOLVED Clause (h) authorizing the carryforward of appropriation authority for any items contracted for using prior year budgets but not yet completed as of the start of the new fiscal year.

**RESOLUTION NO. 2022-09**

**APPROVING THE FISCAL YEAR 2022-2023 BUDGET AND COST OF LIVING ADJUSTMENT,  
AUTHORIZED POSITIONS AND SALARIES**

- WHEREAS, (1) Pursuant to Yolo County Transportation District (YCTD) enabling legislation, a public hearing has been held regarding the attached proposed annual budget for Fiscal Year (FY) 2022-2023, and the proposed budget was available for public inspection at least 15 days prior to the hearing; and
- WHEREAS, (2) Yolo County Transportation District's bylaws state that "the Board shall adopt at least a preliminary budget by June 30th which shall serve as the tentative District's budget pending adoption of a final budget. A final budget shall be adopted no later than August 30th of each year;" and
- WHEREAS, (3) Chapter 8 of the YCTD Personnel Policy provides that subject to Board approval, a Cost of Living Adjustment may be applied to YCTD salaries that shall be based on the increase in the "All Urban Consumers" category of the California Consumer Price Index (CPI), between April (two calendar years before the adjustment) and April (one calendar year before the adjustment), i.e., the July 1, 2022 adjustment will use the CPI time period of April 2020 and April 2021; and
- WHEREAS, (4) The CPI for April 2020 was 283.006 and for April 2021 was 294.274, so that the increase between April 2020 and April 2021 was 3.98%; and
- WHEREAS, (5) The YCTD Personnel Policy provides that the Board of Directors may from time to time amend the Authorized Position Resolution, setting forth the classification and number of full-time equivalent positions as recommended by the Executive Director; and
- WHEREAS, (6) The YCTD Personnel Policy provides that the Board of Directors may from time to time amend the Authorized Salary Resolution, as recommended by the Executive Director; and
- WHEREAS, (7) The YCTD General Reserve Policy target is 25% of budgeted operating expenditures; and
- WHEREAS, (8) The Sacramento Area Council of Governments (SACOG) allocated State Transit Assistance (STA) funds to YCTD in the amount of \$170,298 for FY 2020-2021, \$275,466 for FY 2021-2022, and in March 2022, and an initial allocation of \$302,446 for FY 2022-2023, subject to revision in August 2022; and
- WHEREAS, (9) The Executive Director is responsible for monitoring revenues and expenditures to ensure that the budgeted service levels can be provided within the anticipated resources available to the District, or to inform the Board and propose rebalancing solutions as soon as possible in the event of unanticipated revenue shortfalls or expenditure increases that could affect the District's ability to maintain budgeted service levels; now therefore be it
- RESOLVED, (a) The attached YCTD FY 2022-2023 Budget is adopted as a final budget; and be it further

- RESOLVED, (b) That a Cost of Living Adjustment of 3.98% is approved for existing YCTD staff salaries (including the Executive Director and extra help), effective the first day of the first full pay period in July 2022 (that is, July 3, 2022); and be it further
- RESOLVED, (c) That a Cost of Living Adjustment of 3.98% is applied to all existing staff salaries, including the Executive Director and Extra Help staff, and to the salary ranges shown in the attached FY 2022-2023 Budget Table 1.1b, effective July 3, 2022, and that such adjustment by this resolution shall be considered an amendment to the Authorized Salary Resolution as provided by the YCTD Personnel Policy; and be it further
- RESOLVED, (d) The positions included in the attached FY 2022-2023 Budget Table 1.1b are approved, and such approval shall be considered an amendment to the Authorized Position Resolution, as provided for in the YCTD Personnel Policy; and be it further
- RESOLVED, (e) That the Executive Director is authorized to reclassify staff or change the classification of vacant positions based on actual work plans for the associated positions, provided that expenditure projections show that such reclassifications will not cause the fiscal year budget for salaries and benefits to be exceeded, and provided that the creation of new classifications or adjustments to classification salary ranges continues to require Board approval; and be it further
- RESOLVED, (f) That the Executive Director is authorized to commit an additional \$335,000 in unrestricted fund balance to the General Reserve to meet the policy target of 25% of budgeted operating expenses; and be it further
- RESOLVED, (g) That the Executive Director is authorized to move appropriation authority between expenditure categories within each program's operating budget (Administration, Fixed Route, Microtransit and Paratransit), provided that the total budget is not increased and ongoing service reductions are not implemented without Board approval; and be it further
- RESOLVED, (h) That the Executive Director is authorized to carry forward appropriation authority and fund balance to support payment of work budgeted and contracted for in FY 2021-2022 or prior years that has not yet been completed as of the start of FY 2022-2023.
- RESOLVED, (i) That the Executive Director is authorized to reprogram available grant and local funding to support eligible expenses within the approved operating and capital and planning project budgets in order to draw down expiring funds, maximize funding flexibility, and whenever otherwise advantageous to the District; and be it further
- RESOLVED, (j) That the Executive Director or their designee is authorized to apply YCTD State Transit Assistance Funds allocated for FY 2020-2021, FY 2021-2022, and FY 2022-23 (including any adjustment to that allocation), and any other funds reserved for capital projects and available YCTD unrestricted funds to cover costs associated with the projects listed in the FY 2022-2023 budget Table 2.1 Capital and Planning projects; and be it further

RESOLVED, (k) That the Executive Director or their designee shall provide budget status reports at the regularly scheduled November 2022, February 2023 and May 2023 Board meetings, or at any other time that may be requested by the Board, that shall include updated revenue and expenditure projections, and, in the event of anticipated revenue shortfalls or expenditure overruns, shall propose budget rebalancing options.

Adopted at a regular meeting of the Board of Directors at Woodland, CA, this 6th day of June, 2022.

Signed: \_\_\_\_\_

Chair of the Board

Attest: \_\_\_\_\_

Clerk to the Board





# Draft Budget

FISCAL YEAR 2022-23

UPDATED FRIDAY, MAY 27, 2022

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## TABLE OF CONTENTS (forthcoming)

On behalf of the entire YCTD team, I am pleased to share with you the enclosed Yolo County Transportation District (YCTD) Preliminary Budget for the 2022-2023 fiscal year for your review and consideration.

The financial position of YCTD is stable. Like most transit operators, our costs have increased for labor and fuel, even while ridership remains below pre-pandemic levels. The good news is that, on the revenue side, both state (Transportation Development Act, or TDA) and federal formula funding sources have increased. In addition, YCTD has a carryforward balance that includes a mix of unrestricted and restricted funds, and we remain eligible for one-time COVID recovery funds.

Some key highlights from this year's budget include:

- The long-awaited expansion of the Route 42 A/B to 30-minute headways during peak hours
- Launch of the new Woodland microtransit service in January 2022
- Continued restoration of previously-suspended express services as demand warrants and driver resources allow
- New multimodal program budget that includes a robust, grant-funded planning effort for the Yolo Active Transportation Corridors (YATC) project
- Continuing advisory, legal and technical services to support implementation of a first-in-the-region express lane paired with transit and transportation equity investments on the Yolo 80 corridor, in partnership with Caltrans.
- Addition of one FTE to our planning team, as well as \$500,000 in professional services to address the backlog of long-overdue planning efforts including a Short Range Transit Plan, 10-year Capital Improvement Plan and Zero-Emission Fleet Conversion Plan.

Over the next year, YCTD will work with our member agencies to take a comprehensive look at our capital improvement needs for transit and the long-term sustainability of our transit operations as one-time recovery funds wane in coming years.

We'll also work to articulate a broader, long-term vision for the District as we transition to a multimodal transportation planning agency that serves as convener, catalyst and implementer on a range of mobility programs for Yolo County.

A handwritten signature in black ink, reading "Autumn Bernstein". The signature is fluid and cursive, with the first name "Autumn" and last name "Bernstein" clearly distinguishable.

**Autumn Bernstein**

*Executive Director, Yolo County Transportation District*

## Budget Overview

The Yolo County Transportation District (YCTD) provides fixed route, microtransit and paratransit services within Yolo County and between Yolo County and the City of Sacramento. The YCTD is also responsible for multimodal transportation planning within Yolo County. The YCTD Budget for Fiscal Year 2022-23 (beginning July 1, 2022 and ending June 30, 2023), consists of the following:

### FY 2022-23 YCTD Budget Overview Table

Program	FY 2022-23		
	FY 2022-23 Operating Budget	Capital & Planning Projects	Total FY 2022-23
Administration	\$3,232,000	\$0	<b>\$3,232,000</b>
Fixed Route	\$11,828,000	\$3,938,200	<b>\$15,766,200</b>
Microtransit	\$878,000	\$560,000	<b>\$1,438,000</b>
Paratransit	\$1,923,000	\$0	<b>\$1,923,000</b>
Multi-Modal	\$0	\$1,000,000	<b>\$1,000,000</b>
<b>Total</b>	<b>\$17,861,000</b>	<b>\$5,498,200</b>	<b>\$23,359,200</b>
<b>FY 2021-22 Budget</b>	<b>\$16,519,000</b>	<b>\$5,276,000</b>	<b>\$21,795,000</b>
<b>Change</b>	<b>\$1,342,000</b>	<b>\$222,200</b>	<b>\$1,564,200</b>
<b>Percent Change</b>	<b>8%</b>	<b>4%</b>	<b>7%</b>

## Section 1: Annual Operating Budget

### 1.1 Administration Operating Budget

Table 1.1a shows the proposed \$3.2 million FY 2022-23 Administration budget, which includes labor costs, other central administrative expenses, and the costs and revenues associated with selling fuel to outside users at our CNG and biofuel refueling station.

The proposed Administration budget represents a reduction of \$1.0 million compared to the FY 2021-22 budget, primarily due to:

- a. The reclassification of \$0.7 million in liability and vehicle damage insurance and \$0.3 million in technology costs out of the administration budget and into the program budgets (fixed route, paratransit and microtransit), and
- b. The reclassification of vehicle maintenance costs out of the administration budget and into program budgets (\$256 thousand was included in Administration in the FY 2021-22 budget).
- c. The net increase in salary and benefit costs of \$261 thousand is offset by shifts in program-specific technology, marketing, facility maintenance and other operating expenses costs out of the Administration budget and into program budgets.
- d. The salary budget includes one additional proposed position and allows for a Cost of Living Adjustment (COLA) of 3.98%, following the formula provided in the YCTD Personnel Policy. The proposed authorized positions and adjusted salary ranges are shown in Table 1.1b. The new Assistant Planner position would be funded by Transdev contract savings achieved by bringing the transportation contract compliance quality control function in-house. The staffing plan also envisions shifting duties out of the vacant Procurement and Grants Specialist position proposed in the FY 2021-22 budget into a new Senior Transportation Planner position, with additional support from existing Finance staff. The proposal also elevates one Finance position from a Finance Associate to a Senior Finance and HR Associate to reflect higher level duties carried out by both finance positions.
- e. The benefits budget assumes savings of \$75 thousand on retiree health benefits, thanks to investment earnings on YCTD's retiree health benefit trust fund which allow those benefits to be paid from the trust fund for the foreseeable future. This budget proposes applying those savings to the unfunded pension liability (estimated at \$1.3 million as of June 30, 2021) to allow for that liability to be paid off in ten years, instead of the previous twenty-five year amortization schedule. The budget resolution accompanying this budget document also

contains language that would allow YCTD to pay off additional amounts of the unfunded pension liability, up to the full remaining amount, from any available savings realized during FY 21-22. Paying off this unfunded liability sooner than expected will result in net financial savings for YCTD due to interest rates associated with that unfunded liability.

- f. Other minor adjustments in the Administration budget include the inclusion of \$4,400 in the Directors budget for expenses related to attending capital corridor meetings and one attendee at the annual cap-to-cap conference.

The revenues supporting the Administration budget consist primarily of:

- a. \$1.4 million in State Transit Assistance and Local Transportation Fund (STA/LTF) support from YCTD member jurisdictions, reduced from \$1.7 million in FY 2021-22. Table 1.1c summarizes the full allocation of these funds. The reduction is due to a shift in allocating this support from the Administration budget to the Fixed Route budget, reflecting the shift of program-specific expenditures from Administration to Fixed Route, and swapping in the flexible Yocha Dehe Wintun Nation/Cache Creek Casino Mitigation funds from Fixed Route to the Administration Budget.
- b. \$1.4 million in Yocha Dehe Wintun Nation/Cache Creek Casino Mitigation Funds, up from \$0.7 million in FY 2021-22. The full budgeted contribution in FY 2021-22 budget was \$1.2 million.
- c. Other general revenues that YCTD can use to support its general operations, including low carbon/renewable energy credits, outside fuel sale royalties, advertising revenue, and interest revenue.
- d. Per agreement with the Yolo Transportation Management Association (TMA), the \$30 thousand designated to support YCTD staff time in prior years will be redirected in FY 2022-23 to directly support TMA programs.

**Table 1.1a. Annual Operating Budget - Administration**

<b>Administration Operating Revenues</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
STA/LTF	\$1,673,732	\$1,369,000	(\$304,732)
Cache Creek Mitigation	\$711,312	\$1,443,000	\$731,688
Low Carbon/Renewable Energy Credits	\$150,000	\$200,000	\$50,000
Outside Fuel Sales	\$89,909	\$120,000	\$30,091
Advertising Revenue	\$36,000	\$50,000	\$14,000
Interest Revenue	\$50,000	\$50,000	\$0
Yolo TMA Revenue	\$30,000	\$0	(\$30,000)
Carryforward Local Operating Assistance	\$1,451,803	\$0	(\$1,451,803)
<b>Total Administration Operating Revenues</b>	<b>\$4,192,756</b>	<b>\$3,232,000</b>	<b>(\$960,756)</b>

<b>Administration Operating Expenses</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
Regular Employees	\$1,307,301	\$1,578,000	\$270,699
Interns	\$50,000	\$54,000	\$4,000
Overtime	\$5,000	\$5,000	\$0
<b>Subtotal Salaries</b>	<b>\$1,362,301</b>	<b>\$1,637,000</b>	<b>\$274,699</b>
PERS Employer Contribution	\$127,379	\$143,000	\$15,621
PERS UAL Payment	\$124,558	\$210,000	\$85,442
Health Insurance Employer Contribution	\$216,625	\$216,000	(\$625)
Retiree Health Insurance	\$75,394	\$0	(\$75,394)
Medicare Contribution	\$19,623	\$24,000	\$4,377
Other Employee Benefits	\$63,312	\$20,000	(\$43,312)
<b>Subtotal Benefits</b>	<b>\$626,891</b>	<b>\$613,000</b>	<b>(\$13,891)</b>
<b>Subtotal Salary &amp; Benefits</b>	<b>\$1,989,192</b>	<b>\$2,250,000</b>	<b>\$260,808</b>
Technology	\$384,009	\$97,000	(\$287,009)
Marketing & Communications	\$199,070	\$156,000	(\$43,070)
Other Operating Expenses	\$162,035	\$129,000	(\$33,035)
Legal Services	\$40,000	\$85,000	\$45,000
Cost of Fuel Sold to Outside Users	\$54,000	\$72,000	\$18,000
Employee Training	\$59,685	\$57,000	(\$2,685)
Utilities	\$52,370	\$51,000	(\$1,370)
Memberships	\$30,677	\$31,000	\$323
Unitrans Pass-Thru for Uninc Area Service	\$24,000	\$24,000	\$0
Facilities Maintenance	\$84,700	\$18,000	(\$66,700)
Directors Stipends and Expenses	\$7,600	\$12,000	\$4,400
Insurance	\$699,419	\$0	(\$699,419)
Vehicle Maintenance	\$256,000	\$0	(\$256,000)
Contingencies	\$150,000	\$250,000	\$100,000
<b>Total Administrative Operating Expenses</b>	<b>\$4,192,757</b>	<b>\$3,232,000</b>	<b>(\$960,757)</b>

**Table 1.1b. Proposed Authorized FTE and Classification Ranges, Effective July 1, 2022**

The proposed new salary ranges incorporate a 3.98% Cost of Living Adjustment, calculated per Chapter 8 of the Yolo County Transportation District Personnel Policy, as approved December 2021. This is equal to the change in the California All Urban Consumers Consumer Price Index (CPI) from April 2020 (283.006) and April 2021 (294.274).

Classification Title	FTE		Annual Salary Range, February 2022		Proposed Annual Salary Range effective July 1, 2022	
	21-22	22-23	Low	High	Low	High
Deputy Director Operations	1	1	\$135,890	\$164,300	\$141,298	\$170,839
Deputy Director, Finance & HR	1	1	\$132,174	\$162,491	\$137,435	\$168,958
IT Specialist	1	1	\$97,951	\$123,295	\$101,849	\$128,202
IT Systems Support Tech	1	1	\$53,875	\$66,595	\$56,019	\$69,245
Senior Project Manager	1	0	\$96,474	\$119,519	\$100,314	\$124,276
Senior Transportation Planner	1	3	\$96,473	\$124,519	\$100,313	\$129,475
Assistant Transportation Planner	1	2	\$65,741	\$81,768	\$68,357	\$85,022
Communications/Marketing Specialist	1	1	\$80,086	\$95,370	\$83,273	\$99,166
Executive Assistant/Clerk of the Board	1	1	\$71,623	\$93,212	\$74,474	\$96,922
Procurements and Grants Specialist	1	0	\$74,748	\$100,565	\$77,723	\$104,567
Senior Finance and HR Associate	1	2	\$61,380	\$77,569	\$63,823	\$80,656
Finance Associate	1	0	\$51,112	\$62,377	\$53,146	\$64,860
<b>Total Authorized FTE</b>	<b>12</b>	<b>13</b>				

**Table 1.1c. FY 2022-23 YCTD Jurisdictions STA and LTF Allocations**

	Davis			Woodland		
	Final FY 2021-22	Prelim FY 2022-23	Change	Final FY 2021-22	Prelim FY 2022-23	Change
STA Estimate by Jurisdiction	\$620,254	\$805,612	29.9%	\$419,369	\$561,365	33.9%
LTF Estimate by Jurisdiction	\$4,118,366	\$4,761,442	15.6%	\$3,615,885	\$4,347,051	20.2%
<b>Total STA/LTF by Jurisdiction</b>	<b>\$4,738,620</b>	<b>\$5,567,054</b>	<b>17.5%</b>	<b>\$4,035,254</b>	<b>\$4,908,416</b>	<b>21.6%</b>
<b>STA/ LTF to YCTD</b>						
YCTD Admin	\$582,438	\$515,000	-11.6%	\$521,358	\$454,000	-12.9%
Fixed Route	\$1,420,842	\$1,864,000	31.2%	\$711,450	\$1,312,000	84.4%
Paratransit Service	\$340,075	\$419,000	23.2%	\$519,819	\$483,000	-7.1%
Microtransit Service	\$0	\$0		\$243,823	\$208,000	-14.7%
<b>Total YCTD</b>	<b>\$2,343,355</b>	<b>\$2,798,000</b>	<b>19.4%</b>	<b>\$1,996,450</b>	<b>\$2,457,000</b>	<b>23.1%</b>
<b>Balance Retained by Jurisdiction</b>	<b>\$2,395,265</b>	<b>\$2,769,054</b>	<b>15.6%</b>	<b>\$2,038,804</b>	<b>\$2,451,416</b>	<b>20.2%</b>

	West Sacramento			Winters		
	Final FY 2021-22	Prelim FY 2022-23	Change	Final FY 2021-22	Prelim FY 2022-23	Change
STA Estimate by Jurisdiction	\$375,086	\$495,904	32.2%	\$50,255	\$65,443	30.2%
LTF Estimate by Jurisdiction	\$3,234,069	\$3,840,137	18.7%	\$433,309	\$506,771	17.0%
<b>Total STA/LTF by Jurisdiction</b>	<b>\$3,609,155</b>	<b>\$4,336,041</b>	<b>20.1%</b>	<b>\$483,564</b>	<b>\$572,214</b>	<b>18.3%</b>
<b>STA/ LTF to YCTD</b>						
YCTD Admin	\$569,936	\$401,000	-29.6%	\$0	\$0	
Fixed Route	\$1,628,731	\$2,314,000	42.1%	\$0	\$0	
Paratransit Service	\$285,229	\$285,000	-0.1%	\$0	\$29,000	
Microtransit Service	\$0	\$0		\$127,810	\$127,000	
<b>Total YCTD</b>	<b>\$2,483,896</b>	<b>\$3,000,000</b>	<b>20.8%</b>	<b>\$127,810</b>	<b>\$156,000</b>	<b>22.1%</b>
<b>Balance retained by Jurisdiction</b>	<b>\$1,125,259</b>	<b>\$1,336,041</b>	<b>18.7%</b>	<b>\$355,754</b>	<b>\$416,214</b>	<b>17.0%</b>

	Yolo County			Total		
	Final FY 2021-22	Prelim FY 2022-23	Change	Final FY 2021-22	Prelim FY 2022-23	Change
STA Estimate by Jurisdiction	\$208,317	\$252,859	21.4%	\$1,673,281	\$2,181,183	30.4%
LTF Estimate by Jurisdiction	\$1,796,156	\$1,958,067	9.0%	\$13,197,785	\$15,413,468	16.8%
<b>Total STA/LTF by Jurisdiction</b>	<b>\$2,004,473</b>	<b>\$2,210,926</b>	<b>10.3%</b>	<b>\$14,871,066</b>	<b>\$17,594,651</b>	<b>18.3%</b>
<b>STA/ LTF to YCTD</b>						
YCTD Admin	\$0	\$0		\$1,673,732	\$1,370,000	-18.1%
Fixed Route	\$0	\$0		\$3,761,023	\$5,490,000	46.0%
Paratransit Service	\$0	\$25,000		\$1,145,123	\$1,241,000	8.4%
Microtransit Service	\$113,111	\$124,000		\$484,744	\$459,000	-5.3%
<b>Total YCTD</b>	<b>\$113,111</b>	<b>\$149,000</b>	<b>31.7%</b>	<b>\$7,064,622</b>	<b>\$8,560,000</b>	<b>21.2%</b>
<b>Balance retained by Jurisdiction</b>	<b>\$1,891,362</b>	<b>\$2,061,926</b>	<b>9.0%</b>	<b>\$7,806,444</b>	<b>\$9,034,651</b>	<b>15.7%</b>

**State Transit Assistance (STA)** funds are derived from a Statewide tax on diesel fuel. The State Controller's Office allocates the tax revenue by formula. STA funding can only be used for transportation planning and mass transportation

**Local Transportation Fund (LTF)** allocations are derived from a ¼ cent of the general sales tax collected statewide and is intended to "improve existing public transportation services and encourage regional transportation coordination."

FY 2022-23 YCTD Admin is allocated between larger jurisdictions based on their % to total STA/LTF. Paratransit is allocated based on historical % to total boardings by jurisdiction. Microtransit is allocated based on estimated budget need for each project. Total allocation is capped to allow amount retained by jurisdictions to grow by their LTF percentage growth.



## 1.2 Fixed Route Annual Operating Budget and Service Levels

Table 1.2a shows the proposed \$11.8 million FY 2022-23 Fixed Route operating budget. The proposed service levels are provided in Table 1.2b. The proposed Fixed Route budget represents an increase of \$2.2 million above FY 2021-22, primarily due to:

- a. Increase of \$1.0 million (13%) in contracted transportation costs, based on the proposed service levels shown in Table 1.2b, and taking into account driver wage increases approved in November 2021 and per-mile and per-hour annual escalators provided in the transportation contract with Transdev.
- b. Service level assumptions allow for continuing operations of the Woodland fixed routes through the entire fiscal year, even as Woodland microtransit services are assumed to launch in January 2023.
- c. \$400 thousand for contingencies is included to account for uncertainty related to the Route 42A/B expansion, whose timetables are still being finalized, and for any other unanticipated expenditures.
- d. \$0.8 million shift of allocable insurance costs into the Fixed Route program budget from the Administration budget.
- e. \$0.2 million reduction in the fuel budget, primarily due to the recharacterization of electricity costs associated with the operation of the CNG refueling station out of the fuel category and into Utilities, along with a fresh projection of fuel costs based on recent actuals and allowing a contingency for future fuel price rises of up to 25%.
- f. \$0.1 million reduction in budget for charging of Causeway Connection electric buses, based on current experience that has found significant savings from taking advantage of time-of-day pricing for electricity.

The revenues supporting the Fixed Route budget are comprised of:

- a. \$5.5 million in STA/LTF from member jurisdictions, as shown in Table 1.1c.
- b. \$1.0 million in passenger fares.
- c. \$1.7 million in Federal Transit Administration (FTA) 5307 Urbanized Area Formula Funds allocated to the Sacramento, Woodland and Davis Areas.
- d. \$1.6 million in FTA 5307 CARES Act funding. Together with other programming, this has allowed the Fixed Route budget to be balanced without the use of carryforward fund balance (compared to \$0.8 million used to balance the Fiscal Year 2021-22 Fixed Route budget).
- e. \$0.4 million in State Low Carbon Transportation Operating Program (LCTOP) Fiscal Year 2022-23 funding to be used to provide fare subsidies.
- f. \$0.4 million in FTA 5307 Congestion Mitigation and Air Quality (CMAQ) funding to support Route 42 expansion.
- g. \$0.3 million in prior year LCTOP funding to serve as a nonfederal match to the FTA 5307 CMAQ funds.

- h. \$0.2 million in FTA 5307 funds from Sacramento Regional Transit (SacRT) and \$0.2 million from UC Davis to support the Causeway Connection Route 138.
- i. \$0.2 million in FTA 5311 Rural Formula Funds and \$0.1 million in FTA 5311 Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) funds to support operating costs serving rural areas.
- j. \$0.2 million in State Transit Assistance (STA) State of Good Repair (SGR) funds to support vehicle maintenance.

Note that Cache Creek mitigation funds that supported the FY 2021-22 Fixed Route budget have been recharacterized for FY 2022-23 as supporting the Administration budget.

**Table 1.2a. Annual Operating Budget - Fixed Route**

<b>Fixed Route Operating Revenues</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
STA/LTF	\$3,761,023	\$5,490,000	\$1,728,977
Passenger Fares	\$872,047	\$971,000	\$98,953
FTA 5307 Sacramento Area Formula Funds	\$968,000	\$955,000	(\$13,000)
FTA 5307 Woodland Area Formula Funds	\$790,400	\$581,000	(\$209,400)
FTA 5307 Davis Area Formula Funds	\$150,000	\$150,000	\$0
FTA 5307 CARES	\$0	\$1,633,000	\$1,633,000
Low Carbon Transportation Operating Program	\$260,189	\$439,000	\$178,811
FTA 5307/CMAQ for Route 42 Expansion	\$404,667	\$405,000	\$333
LCTOP - Funds from Prior Years	\$0	\$260,000	\$260,000
FTA/SacRT 5307 Causeway Connection	\$396,776	\$223,000	(\$173,776)
UC Davis Funds for Causeway Connection	\$396,776	\$223,000	(\$173,776)
FTA/Caltrans 5311 Rural Formula Funds	\$154,009	\$200,000	\$45,991
STA-SGR State of Good Repair Funds	\$215,058	\$195,000	(\$20,058)
FTA/Caltrans 5311 CRRSAA	\$0	\$103,000	\$103,000
Cache Creek Mitigation	\$531,412	\$0	(\$531,412)
Carryforward Fund Balance	\$754,125	\$0	(\$754,125)
<b>Total Fixed Route Operating Revenues</b>	<b>\$9,654,482</b>	<b>\$11,828,000</b>	<b>\$2,173,518</b>

<b>Fixed Route Operating Expenses</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
Contracted Transportation	\$7,779,591	\$8,799,000	\$1,019,409
Fuel	\$1,144,211	\$964,000	(\$180,211)
Electric Vehicle Charging/Fuel	\$162,677	\$41,000	(\$121,677)
Insurance	\$0	\$857,000	\$857,000
Technology	\$174,696	\$289,000	\$114,304
Vehicle Maintenance	\$215,058	\$195,000	(\$20,058)
Utilities	\$0	\$189,000	\$189,000
Facilities Maintenance	\$133,899	\$50,000	(\$83,899)
Marketing & Communications	\$44,350	\$44,000	(\$350)
Contingencies	\$0	\$400,000	\$400,000
<b>Total Fixed Route Operating Expenses</b>	<b>\$9,654,482</b>	<b>\$11,828,000</b>	<b>\$2,173,518</b>

### Fixed Route Bus Service Assumptions

Service level assumptions inform the anticipated costs of contracted transportation and other operating expenses included in the fixed route budget (i.e., insurance, fuel, etc.). Staff has considered and incorporated a number of service changes which account for the reduction in COVID-19 impacts and restrictions, variable fuel costs, demand from customers (pre-COVID and current), and service expansions and projects.

YCTD is planning for the partial resumption of Express services throughout member jurisdictions to address anticipated rider demand from commuters returning to employment centers in Sacramento. The postponed expansion of the Route 42A/42B has also been incorporated into the service plan for the year, as well as minor adjustments to some local services. The exact timing of these service changes will depend

on the availability of driver resources. The service plan also restores late trips on several local routes in West Sacramento. The budget also eliminates local serving routes in Woodland (211 and 212) to coincide with the launch of microtransit service.

Table 1.2b shows planned service levels by route:

**Table 1.2b. Fixed Route Service Hours and Miles**

Route	Community / Destinations	Total Bus Trips	Budgeted FY 2021-22		Proposed FY 2022-23	
			Hours	Miles	Hours	Miles
<b>42A</b> <b>42B</b>	Intercity Woodland, Davis, West Sacramento, Sacramento International Airport, Downtown Sacramento	31 loops M-F 28 loops Sat 28 loops Sun  *From schedules adopted <b>July 2021</b>	17,113 16,432	405,389 380,926	23,373 23,729	573,907 518,941
<b>37</b>	Southport Gateway West Sacramento Transit Center Downtown Sacramento	12 loops M-F	n/a	n/a	4,603	102,093
<b>40</b>	Northern West Sacramento Ikea Ct West Sacramento Transit Center Downtown Sacramento	14 loops M-F 11 Loops Sat 9 loops Sun	4,914	81,563	5,582	97,140
<b>41</b>	Northern West Sacramento Ikea Ct West Sacramento Transit Center Downtown Sacramento	12 loops M-F	3,837	72,800	4,140	79,140
<b>240</b>	Ikea Ct Reed Ave Harbor Blvd West Sacramento Transit Center Downtown Sacramento	12 loops M-F 12 loops Sat 10 loops Sun	4,779	80,883	5,309	102,248
<b>45</b>	West/Central Woodland Downtown Sacramento Express	3AM trips M-F 3 PM trips M-F	1,971	37,524	2,668	71,401
<b>211</b>	County Fair Mall, West Woodland Loop	11 loops M-F 11 loops SAT 11 loops SUN	4,323	54,748	4,026	51,100
<b>212</b>	County Fair Mal, East Woodland Loop	11 loops M-F 11 loops SAT 11 loops SUN	4,040	51,760	4,062	51,903
<b>215</b>	Woodland Madison Esparto Capay Cache Creek Casino Resort	12 westbound trips 7 days/wk 12 eastbound trips 7 days/wk	9,830	250,097	9,808	250,784
<b>43</b> <b>43R</b>	Davis, Downtown Sacramento Express  <b>Reverse Commute:</b> Downtown Sacramento, U.C. Davis Express	3AM loops M-F 3 PM loops M-F 1 AM loops M-F 1 PM loops M-F	2,177	38,758	3,016	80,755
<b>44</b>	South Davis Downtown Sacramento Express	2 AM loops M-F 2 PM loops M-F	n/a	n/a	2,156	38,446
<b>230</b>	West Davis, Downtown Sacramento Express	3 AM loops M-F 3 PM loops M-F	1,799	28,321	2,957	78,267
<b>Causeway Connection</b>	Service between UCD Med Ctr and UCD Main campus, with limited stops between	14 trips per weekday. run by Yolobus M-F	3,950	107,927	3,950	107,927
	<b>Total</b>	<b>150 Weekday Bus Trips 85 Saturday Bus Trips 81 Sun/Hol Bus Trips</b>	<b>75,165</b>	<b>1,551,938</b>	<b>99,377</b>	<b>2,204,051</b>

### **1.3. Microtransit Annual Operating Budget**

Table 1.3 shows the \$0.9 million Microtransit annual operating budget, which covers ongoing demand-responsive microtransit service in Knights Landing and Winters, and a new Woodland service expected to launch by January 2023.

The proposed budget is \$0.14 million more than the FY 2021-22 budget, due to updated cost projections and the inclusion of a new technology platform to support the Microtransit program. The reduction in Woodland contracted transportation costs is due to a change in the anticipated fixed costs associated with this program. The budget includes \$50 thousand for contingencies to allow for higher demand or fuel prices than anticipated, or other unanticipated expenses.

Revenue Sources include:

- a. \$0.5 million in STA/LTF from Woodland, Winters and Yolo County, as shown in Table 1.1c.
- b. \$0.2 million in FTA 5307 Urban Area Formula Funds supporting the Woodland operations.
- c. \$0.2 million in FTA 5311 Rural CRRSAA funds supporting the Knights Landing and Winters operations.
- d. \$20 thousand in STA-SGR Funds to support vehicle maintenance.
- e. \$7 thousand in passenger fares.

**Table 1.3. Annual Operating Budget - Microtransit**

<b>Microtransit Operating Revenues</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
STA/LTF	\$484,744	\$459,000	(\$25,744)
FTA 5307 Woodland Area Formula Funds	\$243,823	\$219,000	(\$24,823)
FTA/Caltrans 5311 CRRSAA	\$0	\$173,000	\$173,000
STA-SGR State of Good Repair Funds	\$0	\$20,000	\$20,000
Passenger Fares	\$7,162	\$7,000	(\$162)
<b>Total Microtransit Operating Revenues</b>	<b>\$735,729</b>	<b>\$878,000</b>	<b>\$142,271</b>

<b>Microtransit Operating Expenses</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
Contracted Transportation - Woodland	\$387,795	\$208,000	(\$179,795)
Contracted Transportation - Winters	\$102,959	\$126,000	\$23,041
Contracted Transportation - Knights Landing	\$93,993	\$115,000	\$21,007
Technology	\$0	\$196,000	\$196,000
Insurance	\$58,905	\$82,000	\$23,095
Fuel	\$92,077	\$81,000	(\$11,077)
Vehicle Maintenance	\$0	\$20,000	\$20,000
Contingencies	\$0	\$50,000	\$50,000
<b>Total Microtransit Operating Expenses</b>	<b>\$735,729</b>	<b>\$878,000</b>	<b>\$142,271</b>

#### 1.4. Paratransit Annual Operating Budget

Table 1.4 shows the \$1.9 million Paratransit operating budget, which covers demand-responsive paratransit services for individuals with disabilities that prevent them from being able to use YCTD's fixed route service. The proposed budget remains close to FY 2021-22 levels, primarily due to reduced contracted transportation and fuel cost projections compared to those used in the FY 2021-22 budget, which offset increases in insurance and technology support costs. The budget includes \$100 thousand for contingencies to allow for higher demand or fuel prices than anticipated, or other unanticipated expenses.

Revenue Sources include:

- \$1.2 million in STA/LTF, as shown in Table 1.1c.
- \$0.5 million in FTA 5307 Woodland Urbanized Area Formula Funds.
- \$60 thousand in STA-SGR funds to support vehicle maintenance.
- \$48 thousand in fares paid for by social service organizations and \$35,000 in passenger-paid fares.
- \$23 thousand in Cache Creek mitigation funds to reimburse for paratransit trips serving nearby areas.

**Table 1.4. Annual Operating Budget - Paratransit**

<b>Paratransit Operating Revenues</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
STA/LTF	\$1,145,123	\$1,241,000	\$95,877
FTA 5307 Woodland Area Formula Funds	\$235,096	\$516,000	\$280,904
STA-SGR State of Good Repair Funds	\$0	\$60,000	\$60,000
Organization-Paid Fares	\$13,430	\$48,000	\$34,570
Passenger Fares	\$50,383	\$35,000	(\$15,383)
Cache Creek Mitigation	\$59,754	\$23,000	(\$36,754)
Carryforward Fund Balance	\$432,527	\$0	(\$432,527)
<b>Total Paratransit Operating Revenues</b>	<b>\$1,936,313</b>	<b>\$1,923,000</b>	<b>(\$13,313)</b>

<b>Paratransit Operating Expenses</b>	<b>Approved FY 21-22</b>	<b>Preliminary FY 22-23</b>	<b>Change</b>
Contracted Transportation	\$1,603,208	\$1,440,000	(\$163,208)
Fuel	\$187,533	\$147,000	(\$40,533)
Insurance	\$125,571	\$126,000	\$429
Vehicle Maintenance	\$0	\$60,000	\$60,000
Technology	\$0	\$50,000	\$50,000
Contingencies	\$20,000	\$100,000	\$80,000
<b>Total Paratransit Operating Expenses</b>	<b>\$1,936,312</b>	<b>\$1,923,000</b>	<b>(\$13,312)</b>



## General Reserve

In February 2022, the YCTD Board of Directors adopted a General Reserve policy establishing a target of that 25% of budgeted operating budget expenses should be set aside to provide for continuity of service-critical operations during times of unexpected revenue shortfalls or emergency expenditures. As shown in Table 1.5, the General Reserve currently holds \$4.130 million. The proposed combined FY 2022-23 operating budget of \$17.243 million would require a further deposit of \$181 thousand to the General Reserve from available fund balances to maintain the 25% target level at \$4.311 million.

**Table 1.5. General Reserve Deposit Calculation**

	Approved FY 21-22	Preliminary FY 22-23	Change
<b>Total Operating Expenses</b>	<b>\$16,519,280</b>	<b>\$17,861,000</b>	<b>\$1,341,720</b>
<b>General Reserve (25% Operating Budget):</b>	<b>\$4,130,000</b>	<b>\$4,465,000</b>	<b>\$335,000</b>

## Section 2. Multiyear Capital and Planning Projects

### 2.1. Previously Programmed and New Capital and Planning Projects

Table 2.1 displays \$5.5 million in multiyear capital and planning projects, including those with funding approved in prior years, and new funding proposed in this budget. The table shows \$4.74 million in grant funds that have been identified as available for or programmed for these projects, with the remaining \$0.82 million anticipated to be covered by use of YCTD's directly allocated State Transit Assistance funds or available fund balance.

YCTD currently lacks a Board-approved 10-year capital improvement plan, and YCTD intend to develop this plan and bring it to the Board for approval in FY 22-23. Until that plan is developed and approved, this budget proposes moving forward with only those capital projects which are time-sensitive, such as those that pose an urgent safety risk or where funds are set to expire.

Additionally, YCTD has not yet prepared a zero-emission vehicle (ZEV) fleet conversion plan, which is mandated by the California Air Resources Board and due no later than July 2023. This plan should be completed prior to purchasing any new YCTD vehicles. The only exception is for the purchase of new smaller cutaway vehicles that are needed to launch microtransit service in Woodland, because YCTD does not currently have sufficient vehicles for this service.

After completion of the 10-year capital improvement plan and ZEV fleet conversion plan, YCTD may bring forward proposals to amend the capital budget to take advantage of new funding opportunities.

Table 2.1. YCTD Capital and Planning Project Budgets			
Fixed Route Projects	Prior Year Appropriations	Proposed FY 22-23 Appropriation	Total Project Budget
<b>FR-1. Electric Buses (1 @ \$1.1M)</b>			
<b>Expenditure Budget</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,100,000</b>
<b>Revenue Sources</b>			
Woodland UZA FTA 5307 (80%)	\$880,000	\$0	<b>\$880,000</b>
LCTOP	\$220,000	\$0	<b>\$220,000</b>
<b>Total FR-1 Revenue</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,100,000</b>
<b>FR-2. Re-Tanking 9 CNG Buses</b>			
<b>Expenditure Budget</b>	<b>\$675,000</b>	<b>\$0</b>	<b>\$675,000</b>
<b>Revenue Sources</b>			
Sacramento UZA 5307 CMAQ	\$597,578	\$0	<b>\$597,578</b>
Available Fund Balance/STA	\$77,423	\$0	<b>\$77,423</b>
<b>Total FR-2 Revenue</b>	<b>\$675,000</b>	<b>\$0</b>	<b>\$675,000</b>
<b>FR-3. Fixed Route Planning Efforts to be completed in FY 2022-23</b>			
<b>Expenditure Budget</b>			
Professional Svcs - Zero Emission Fleet		\$200,000	<b>\$200,000</b>
Professional Svcs - Short Range Transit Plan		\$200,000	<b>\$200,000</b>
Professional Svcs - 10 Year Capital Plan	\$0	\$100,000	<b>\$100,000</b>
<b>Total FR-3 Expenditure</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>
<b>Revenue Sources</b>			
Sacramento UZA 5307	\$0	\$127,600	<b>\$127,600</b>
Woodland UZA 5307	\$0	\$272,400	<b>\$272,400</b>
Available Fund Balance	\$0	\$100,000	<b>\$100,000</b>
<b>Total FR-3 Revenue</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>
<b>FR-4. General Transit Feed Specification (GTFS) Real-Time Enhancements</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$520,000</b>	<b>\$520,000</b>
<b>Revenue Sources</b>			
Sacramento UZA 5339	\$0	\$165,984	<b>\$165,984</b>
Woodland UZA 5307	\$0	\$250,016	<b>\$250,016</b>
Available Fund Balance/STA	\$0	\$104,000	<b>\$104,000</b>
<b>Total FR-4 Revenue</b>	<b>\$0</b>	<b>\$520,000</b>	<b>\$520,000</b>

<b>FR-5. Automatic Passenger Counters (APCs)</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$420,000</b>	<b>\$420,000</b>
<b>Revenue Sources</b>			
Sacramento UZA 5339	\$0	\$134,064	<b>\$134,064</b>
Woodland UZA 5307	\$0	\$201,936	<b>\$201,936</b>
Available Fund Balance/STA	\$0	\$84,000	<b>\$84,000</b>
<b>Total FR-5 Revenue</b>	<b>\$0</b>	<b>\$420,000</b>	<b>\$420,000</b>
<b>FR-6. CNG Fueling Dual Hose Dispenser Replacement</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$270,000</b>	<b>\$270,000</b>
<b>Revenue Sources</b>			
Woodland UZA 5307		\$216,000	<b>\$216,000</b>
Available Fund Balance/STA	\$0	\$54,000	<b>\$54,000</b>
<b>Total FR-6 Revenue</b>	<b>\$0</b>	<b>\$270,000</b>	<b>\$270,000</b>
<b>FR-7. New Shop Truck with Utility Bed, Air Compressor, Generator and Tommy Lift Gate (replacing 1997 GMC).</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Revenue Sources</b>			
Available Fund Balance/STA	\$0	\$75,000	<b>\$75,000</b>
<b>Total FR-7 Revenue</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>FR-8 Woodland East Main St. Bus Stop Improvements</b>			
<b>Expenditure Budget</b>	<b>\$378,200</b>	<b>\$0</b>	<b>\$378,200</b>
<b>Revenue Sources</b>			
Woodland UZA 5307	\$378,200	\$0	<b>\$378,200</b>
<b>Total FR-8 Revenue</b>	<b>\$378,200</b>	<b>\$0</b>	<b>\$378,200</b>
<b>Subtotal Fixed Route Projects</b>	<b>\$2,153,200</b>	<b>\$1,785,000</b>	<b>\$3,938,200</b>
<b>Microtransit Projects</b>	<b>Prior Year Budget</b>	<b>FY 2022-23 Budget</b>	<b>Total Project Budget</b>
<b>MT-1. Microtransit Vehicle Fleet Expansion (4 vehicles) for Woodland Microtransit services</b>			
<b>Expenditure Budget</b>	<b>\$560,000</b>	<b>\$0</b>	<b>\$560,000</b>
<b>Revenue Sources</b>			
Woodland UZA 5307	\$448,000	\$0	<b>\$448,000</b>
Available Fund Balance/STA	\$112,000	\$0	<b>\$112,000</b>
<b>Total MT-1 Revenue</b>	<b>\$560,000</b>	<b>\$0</b>	<b>\$560,000</b>

<b>Multimodal Projects</b>	<b>Prior Year Budget</b>	<b>FY 2022-23 Budget</b>	<b>Total Project Budget</b>
<b>MM-1 Active Corridors Transportation Planning</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$850,000</b>
<b>Revenue Sources</b>			
Sustainability and Equity (RAISE) Grant	\$0	\$850,000	<b>\$850,000</b>
<b>Total MM-1 Revenue</b>	<b>\$0</b>	<b>\$850,000</b>	<b>\$850,000</b>
<b>MM-2. 80 Managed Lanes Advisory, Legal &amp; Technical Services</b>			
<b>Expenditure Budget</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Revenue Sources</b>			
Available Fund Balance	\$0	\$150,000	<b>\$150,000</b>
<b>Total MM-2 Revenue</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Subtotal Multitmodal Projects</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
<b>Subtotal Grant Funds</b>	<b>\$2,523,778</b>	<b>\$2,218,000</b>	<b>\$4,741,778</b>
<b>Subtotal YCTD Fund Balance</b>	<b>\$189,423</b>	<b>\$567,000</b>	<b>\$756,423</b>
<b>Total Anticipated Project Expenditures</b>	<b>\$2,713,200</b>	<b>\$2,785,000</b>	<b>\$5,498,200</b>

## 2.2. Other Projects under Evaluation

The following prior-year projects are being rescoped and will be considered within the context of the upcoming 10-year capital planning effort:

- Bus Washer/Water Recycler Replacement.
- Bus Stop Safety and Security Improvements.
- Purchase of 3 CNG buses.
- Relocation of the Woodland Transit Center to a more central location
- Improvements to West Sacramento bus yard

Additional projects/studies under consideration include:

- Additional microtransit vehicles beyond the four already programmed for purchase.
- Express/commute bus study to assess YCTD's current express/commuter service in light of post-pandemic travel patterns and recommend service changes (proposed in Jan 2022 TIRCP application)
- Purchase/subscription of mobile phone travel data (aka 'big data') to better understand post-pandemic travel (proposed in Jan 2022 TIRCP application)
- Yolobus passenger survey to inform future service planning

- Replace outdated maintenance equipment including GEM cart, SEFAC lifts, Yard sweeper, and Pavement striping machine.
- Solar panel installations at YCTD facilities.
- Shop and yard maintenance including seal and striping the shop floor, repaving or resealing asphalt in the yard, and creating weed barriers and rock/gravel for west side fence line and PG&E enclosure.

### **Section 3. Available Prior Year Fund Balances and Grant Allocations**

The following prior year fund balances and grant allocations are available and will be taken into account in upcoming planning efforts:

- \$4 million in unrestricted fund balance as of June 30, 2021, before taking into account any surplus or shortfall during the current FY 2021-22.
- \$5.7 million in allocated Woodland Urbanized Area (UZA) 5307 Formula Funds, above the amount budgeted for FY 2022-23 operations and capital and planning projects.
- \$4.4 million in allocated Coronavirus Aid, Relief and Economic Security (CARES) Act FTA Section 5307 urban area funds administered through CalTRANS, above the \$1.6 million budgeted for FY 2022-23 operations. These funds can support eligible operating or capital costs and do not currently have an expiration date by which they must be used.
- \$2.6 million in Sacramento Urbanized Area 5307 American Rescue Plan Act of 2021 (ARPA) Funds
- \$1.0 million in Sacramento Urbanized Area 5307 Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) funds.
- \$0.8 million in accumulated Low Carbon Transit Operations Program (LCTOP) funds, which may be used for purchase of zero emission buses or potentially for other projects that reduce greenhouse gas emissions.

## BOARD COMMUNICATIONS: YOLO COUNTY TRANSPORTATION DISTRICT

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

<b>Topic:</b> Update on 3/6/12 Month Goals Adopted Oct 2021	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>6</b>
		<b>Deliberation/Action</b>
		<b>Attachments:</b> <input checked="" type="radio"/> <b>Yes</b> <input type="radio"/> <b>No</b>
<b>Prepared By: A.Bernstein</b>		<b>Meeting Date: June 6, 2022</b>

### RECOMMENDATION:

Staff recommends that the Yolo County Transportation District (YCTD) Board of Directors receive an update on the 3/6/12 month goals adopted in October 2021.

### BACKGROUND:

In October 2021, the Board of Directors approved a set of 3-, 6- and 12- month goals to guide the District's work. Eleven overarching goals were identified through a bottom-up process with staff and the Executive Director, and then approved by the Board:

1. Stabilize and Strengthen Transit Operations and Management
2. Successful Implementation of YoloGo Fixed-Route Service Changes
3. Microtransit: Districtwide Strategy and Woodland Service Planning
4. Grant Administration: Add Capacity, Catch Up, Improve Systems
5. Update Finance Policies and Procedures
6. Develop 10-year Capital Improvement Plan, Zero Emission Fleet Plan and Implement Time-Sensitive Capital Improvements
7. Multimodal Planning for Transit, Active Transportation and Managed Lanes
8. Improve Customer Experience Through Updated Tools, Materials, Technology and Policies
9. Rebrand YCTD as a Multimodal Partner and Convener
10. Streamline, Simplify and Automate Data Collection and Analysis to Improve Data-Driven Decision making
11. YCTD Staff Team: Clarify Team Structure, Provide Pathways for Professional Growth and Foster a Culture of Mutual Respect

Under each high-level goal, there are a number of specific objectives, along with measurable, time-bound milestones for the three-month interval (Jan 2022), six-month interval (April 2022) and twelve-month interval (Oct 2022).

The attached table lists each of the goals, objectives and milestones approved by the Board in October.

After the Board's approval of the goals, each staff member prepared an individual workplan that identified their role in achieving the goals – along with other routine tasks that are necessary for the District to function. These workplans form the basis for annual performance evaluations, which are slated to occur in July/August 2022. At the Board's discretion, they will also inform the Executive Director's first annual performance evaluation, which is slated for September 2022.

#### Method for Evaluating Progress

To assess our progress in meeting these goals, the Executive Director reviewed each of the objectives and their corresponding 3-, 6- and 12-month milestones and ranked progress toward each objective using a scale of 1 to 4:

**1 Behind Schedule:** Progress has been slow; project is not yet begun, or far behind key milestones.

**2 Satisfactory Progress:** Some progress has been made; achieving some key milestones but missing others

**3 Significant Progress:** Rapid progress has been made; meeting or exceeding key milestones

**4 Complete:** All objectives and milestones have been achieved.

The attached chart shows the ranking for each objective. Its important to note that, in some cases, the real-world objectives and milestones may have diverged from those adopted by the Board. In these cases, progress was measured based on a more current understanding of the objectives and milestones. These are noted with a \*\* .

### **Summary of Progress to Date**

Of the thirty-three (33) objectives identified last October, four (12%) are complete, eight (24%) have made significant progress, fifteen (45%) have made satisfactory progress, and six (18%) are behind schedule.

Generally speaking, we've made the most progress on financial policies and procedures, multimodal planning, improving customer experience/informational tools, and YCTD staff team. Progress has been slowest on capital plans and projects.

### **Progress on 11 Overarching Goals**

The section below provides a summary of progress on each of the eleven overarching goals.

#### **1. Stabilize and Strengthen Transit Operations and Management**

**Satisfactory Progress.** We passed a wage increase that has effectively addressed our retention problem. As a result, no further service cuts have been required, and we've even been able to bring back some limited express routes. However, we continue to struggle with recruiting sufficient bus operators to meet our goals for service expansion. New protocols for contract oversight have not been adopted, and the departure of the Deputy Director of Operations has stalled any further progress.

#### **2. Successful Implementation of YoloGo Fixed-Route Service Changes**

**Satisfactory Progress.** Due to the ongoing driver shortage, we have been unable to launch the YoloGo fixed route service changes that require more bus operators. However, we did successfully complete the resource-neutral service changes in YoloGo Phase 2 (West Sacramento).

#### **3. Microtransit: Districtwide Strategy and Woodland Service Planning**

**Satisfactory Progress.** We completed a District-wide vision document and are proceeding with procurement of a technology platform. That procurement has taken longer than originally envisioned but is making steady progress.

#### **4. Grant Administration: Add Capacity, Catch Up, Improve Systems**

**Satisfactory Progress.\*\*** We struggled and ultimately failed to fill the Grants and Procurement Specialist position, which slowed our progress in this area. Despite that, existing staff have worked hard to catch up on grant administration and made steady progress toward that goal. For new INFRA and RAISE grants, we are waiting on our state and federal funding agencies to move ahead with those grant agreements.

#### **5. Update Finance Policies and Procedures**

**Significant Progress.** We are well ahead of schedule and have completed nearly all of the objectives and milestones for this goal.

#### **6. Develop 10-year Capital Improvement Plan, Zero Emission Fleet Plan and Implement Time-**



## **Sensitive Capital Improvements**

**Behind Schedule.** There has been very little progress on capital plans and projects including the Capital Improvement Plan, Zero Emission Vehicle (ZEV) Fleet Plan and CNG retanking. Progress on these longer term priorities has taken a backseat to more urgent, day-to-day operations issues such as operational disruptions caused by the driver shortage. The lack of progress on hiring a Grants and Procurement Specialist has also been an impediment to progress in this area.

### **7. Multimodal Planning for Transit, Active Transportation and Managed Lanes**

**Significant Progress.\*\*** We have made significant progress on both the Yolo 80 Managed Lanes project and Yolo Active Transportation Corridors (YATC) project, although our progress does not perfectly align with the milestones and objectives identified last October (before the RAISE grant was awarded and when we knew much less about the trajectory of the 80 Managed Lanes project). We also made progress on the Short Range Transit Plan update by securing partial funding from SACOG.

### **8. Improve Customer Experience Through Updated Tools, Materials, Technology and Policies**

**Significant Progress.** We launched the new website, along with a host of new communication tools and strategies include a monthly newsletter, a new rider alert system, and a stronger, more consistent social media presence. We have made steady progress in other areas as well, including updates to maps and brochures for our service changes in West Sacramento.

### **9. Rebrand YCTD as a Multimodal Partner and Convener**

**Satisfactory Progress.\*\*** Based on feedback from our local and regional partner agencies, we have increased transparency, communication and engagement on a host of issues, from the annual budget to transit service coordination to the Yolo Active Transportation Corridors (YATC) project. We are behind on our goal to inventory and outreach to social service providers who serve our core transit-dependent populations.

### **10. Streamline, Simplify and Automate Data Collection and Analysis to Improve Data-Driven Decision making**

**Satisfactory Progress.** We have made some progress toward achieving two of the three objectives (converting maps to GIS and transitioning to automatic passenger counters, or APCs). We have backburnered the data dashboard effort while waiting for our regional partners at SACOG to make additional data available.

### **11. YCTD Staff Team: Clarify Team Structure, Provide Pathways for Professional Growth and Foster a Culture of Mutual Respect**

**Significant Progress.** We have made good progress by updating the personnel policies, ensuring all staff have a current workplan that is tied to Board-adopted goals, establishing a new salary adjustment policy including annual performance reviews. Most staff now have an up to date job description, and all staff received a salary range adjustment in Dec 2021 to reflect the findings of a salary survey that was conducted that year.

## **Next Steps**

This progress report highlights the areas where YCTD has been successful, and areas that need additional attention going forward. We particularly need to focus on transit planning and capital projects. The Draft

Preliminary Budget for FY 22-23 identifies an additional FTE staffer for the Planning/Ops Team that will be dedicated to transit planning and capital projects. We are also currently hiring a new Deputy Director of Transit Operations and Planning, and have revised the job description to emphasize experience in transit planning and capital projects as well as day-to-day operations.

Longer term, we intend to transition to an annual goal-setting and workplanning process that is timed to inform the annual budget process. Our hope is that the FY23/24 budget will be accompanied by a FY 23/24 workplan whose goals, objectives and milestones align with the budget. Staff are currently researching best practices and models from peer agencies and will bring more specific proposals to the Board at a later date.

## **BUDGET IMPACT:**

None.

# YCTD Goal Setting

Fall 2021

Attachment A

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Stabilize and Strengthen Transit Operations and Management</b>					
Address Driver Shortage	Work with Transdev to improve retention and recruitment to rebuild operator workforce to desired levels.	YCTD approves and Transdev implements a plan to increase wages and other incentives to retain and recruit drivers	Increased operator recruitment  Decreased turnover for new hires and experienced drivers	No delayed or missed YCTD services due to driver recruitment or retention	<u>2. Satisfactory Progress.</u>
Service Prioritization	Develop a set of agreed-upon service prioritization criteria to guide decisions about which services to restore/expand as resources allow, or which services to cut if necessary due to continuing driver shortage	YCTD Board approves service prioritization criteria	All service changes made reflective of prioritization criteria	All service changes made reflective of prioritization criteria	<u>4. Complete.</u>
Restore Suspended Services	Restore all temporarily suspended Commuter/ Express Bus Services	<i>Restore services as staffing resources allow</i>	<i>Restore services as staffing resources allow</i>	<i>Restore services as staffing resources allow</i>	<u>3. Significant Progress.</u>
Operations Contract Monitoring	Develop and implement a procedure for ongoing monitoring of operations contract, including reporting to Board and published annual review within bounds defined by contract.		Comprehensive review of operations contract and development of monitoring program and SOPs	Implement monitoring program; Publish first annual review of performance.	<u>1. Behind Schedule</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Successful Implementation of YoloGo Fixed-Route Service Changes</b>					
YoloGo Phase 1	Implement planned changes to fixed-route service as envisioned in YoloGo Phase 1 (Route 42 expansion and discontinuation of low-performing routes)	<p>Permanently discontinue select routes</p> <p>Implement West Sac service changes</p>	Increase Route 42 frequency as driver resources allow	Evaluate performance of Route 42 expansion and adjust as warranted	<u>2. Satisfactory Progress</u>
YoloGo Phase 2	Implement planned changes to fixed-route service as envisioned in YoloGo Phase 2: West Sacramento service reorganization (discontinue routes 35, 39 and 241; launch new route 37).	Board approval of YoloGo Phase 2 changes	Implement West Sacramento service reorganization	Evaluate performance of service reorganization and adjust as needed	<u>4. Complete</u>
YoloGo Phase 3	Concurrent with launch of Woodland microtransit, revised fixed-route service in Woodland as envisioned in YoloGo Phase 3			<ul style="list-style-type: none"> <li>• In coordination with microtransit planning, make plans for revised fixed route bus network in Woodland</li> <li>• Revised fixed route service running in Woodland (new brochures, signage, public outreach complete)</li> </ul>	<u>2. Satisfactory Progress</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Microtransit: Districtwide Strategy and Woodland Service Planning</b>					
Vision document	YCTD develops and adopts a district-wide guiding vision document for microtransit that includes: <ul style="list-style-type: none"> <li>- Goals and desired outcomes for microtransit service</li> <li>- Relationship to fixed-route services</li> <li>- YCTD's role</li> <li>- Integration of new and existing services</li> <li>- User interface/software goals (eg single app-based platform for all YCTD microtransit)</li> </ul>	<p>Solicit input from board, committees and jurisdictions and stakeholders.</p> <p>Prepare a vision document for Board adoption and approval.</p>		Update vision document as needed.	<u>4. Complete.</u>
Woodland service and new software	Launch Woodland microtransit service and deploy new, user-friendly software district-wide	<p>Receive RFI responses</p> <p>Conduct one-on-one meetings with offerors</p>	<p>Prepare/Release RFP</p> <p>Vendor selection and contract</p>	<p>Adopt plan for Woodland microtransit expansion</p> <p>Begin procurement for vehicle leases and/or procurements as needed</p> <p>Early 2023: New microtransit service operating in Woodland and new software launched district-wide</p>	<u>3. Satisfactory Progress</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Grant Administration: Add Capacity, Catch Up, Improve Systems</b>					
Add Capacity	Hire and train Grants and Procurement Specialist to add capacity to manage grants.	New hire complete	Grants and Procurement Specialist is working independently to manage all grant administration		2. <u>Satisfactory progress</u>  ** Objective or milestone has changed
Grant Administration Catch Up	<p>Eliminate backlog of grant applications, reports, invoicing and closeouts, including:</p> <p>FTA grants for:</p> <ul style="list-style-type: none"> <li>• All regular 5307 funds for FY22 Budget Year</li> <li>• CRRSAA funds</li> <li>• ARP funds</li> <li>• CMAQ &amp; RSTP funds from 2021 SACOG funding round</li> </ul> <p>Timely submission of ongoing formula grant materials, including:</p> <ul style="list-style-type: none"> <li>• SGR project lists</li> <li>• LCTOP allocation requests</li> <li>• Bi-annual 5307/5339 Sac UZA “earned share” requests</li> <li>• Annual 5311</li> </ul> <p>Close Out West Sac Bus Shelter Installation Grant</p> <p>Spend down IGLCBC Grant for Route 215 bus stops (Matmor/Main NB, Community/Main WB)</p>	<ul style="list-style-type: none"> <li>• Update tracking sheet and determine exactly which funds need to be applied for (by FY and UZA)</li> </ul>	<ul style="list-style-type: none"> <li>• All grants submitted in TRAMS and either obligated (i.e., approved by FTA) or in process of being reviewed by FTA)</li> </ul>	<ul style="list-style-type: none"> <li>• All federal funds being drawn down in ECHO</li> </ul>	3. <u>Significant Progress</u>

New Grant Administration	Execute and effectively manage new grants including: <ul style="list-style-type: none"><li>• INFRA grant for I-80 Managed Lanes</li><li>• Woodland Main Street Bus Stop Pads project</li><li>• (Possible) RAISE Grant</li></ul>	Coordinate with grantors, partner agencies and subrecipients to sign agreements and establish reporting and invoicing protocols	Implement invoicing and reporting protocols	Implement invoicing and reporting protocols	<u>2. Satisfactory progress</u>  ** Objective or milestone has changed
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Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
Update Finance Policies and Procedures					
Finance Policies and Procedures	<p>Update financial policies and procedures including:</p> <ul style="list-style-type: none"><li>• Budget reserve policy</li><li>• Procurement policy</li><li>• New payroll procedures based on county payroll review</li><li>• Electronic timesheet system</li><li>• Disadvantaged Business Enterprise (DBE) contracting</li><li>• Annual budget preparation and reporting</li><li>• Purchasing card policy</li><li>• Financial management software</li></ul>	<p>Board approves updated budget reserve policy</p> <p>Research software options for electronic timesheets that integrate with existing accounting and payroll systems at YCTD and Yolo County</p> <p>Identify ways to improve and quantify implementation of DBE plan</p>	<p>Board approves updated procurement policy</p> <p>Purchase timesheet software and train all staff to use it. Concurrently update payroll procedures.</p> <p>Submit updated DBE program and documentation of efforts to FTA</p> <p>Draft improved budget and actuals reporting template for FY 2022/23.</p> <p>Evaluate YCTD’s current policies and practices regarding purchasing cards. Adopt and implement new policy to minimize risks.</p> <p>Explore new software tool(s) for tracking grant revenues and expenditures, managing fixed assets, and managing project budgets.</p>	<p>Budget Draft to Board in May, Final in June</p> <p>Board approves new payroll procedures.</p> <p>Board approves new purchasing card policy.</p> <p>Pilot new financial management software and train key staff.</p>	4. Significant Progress



Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Develop 10-year Capital Improvement Plan, Zero Emission Fleet Plan and Implement Time-Sensitive Capital Improvements</b>					
Zero Emission Fleet Plan	Prepare a zero emission fleet plan to steer YTCB's transit to future fuels. Under statewide mandate, a Zero Emission Bus (ZEB) Rollout Plan must be submitted to the California Air Resources Board by July 1, 2023.	Conduct procurement for Zero Emission Fleet Planning Project	Begin work with consultant to prepare Zero Emission Fleet Plan.	Board approval of plan and submission to ARB.	<u>1. Behind Schedule</u>
Capital Improvement Plan	Prepare and adopt a 10-year capital improvement plan to prioritize capital expenditures, including: <ul style="list-style-type: none"> <li>• Bus purchases to comply with ZEB mandate (see Zero Emission Fleet Plan)</li> <li>• Onsite fueling infrastructure to comply with ZEB mandate (see Zero Emission Fleet Plan)</li> <li>• Bus stop improvements</li> <li>• YCTD Facilities maintenance and improvements, including pedestrian access improvement</li> <li>• Bus washer replacement</li> </ul> The capital expenditure plan will include estimated costs and likely funding sources for each category of expenditure, along with a prioritized set of expenditures for each fiscal year.		Begin work on CIP once the Zero Emission Fleet Plan is sufficiently developed.	Board approves 10-year capital plan	<u>1. Behind Schedule</u>

Time-sensitive capital expenditures	Implement time-sensitive capital expenditures, including: <ul style="list-style-type: none"> <li>• Replace cracked skylights by December 2021 to minimize damage from water leaks</li> <li>• Complete CNG retanking project before tank expiration in 2022</li> <li>• Any other urgent capital expenditures</li> </ul>	Replace cracked skylights.  Conduct procurement for CNG re-tanking  Identify any other urgent facility improvements needed.	CNG retanking project underway.  Other urgent facility improvement(s) as needed.	All re-tankings to be complete before tank expiration (July 2022-Dec 2022)  2023: Comprehensive facilities improvement plan to address ZEB mandate, other non-urgent facility improvements.	2. Satisfactory Progress
Bus Stop Improvement Plan	Bus Stop Improvement Program		Develop plan for internal update of existing and future bus stop inventory and improvement plan	Begin bus stop inventory and assessment; begin recommendations for improvements by jurisdiction  2023: Complete bus stop improvement plan and begin implementation	1. Behind Schedule

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Multimodal Planning for Transit, Active Transportation and Managed Lanes</b>					
Short Range Transit Plan	The Short Range Transit Plan (SRTP) and is a statement of the District's near-term transit service improvement priorities and associated capital improvement needs. The SRTP should be updated every 2-3 years. The current plan was completed in 2016. The 2021 Comprehensive Operational Assessment, the 10-year capital improvement plan, and the Woodland Microtransit plan will all serve as key inputs to this "light" update of the SRTP. Should outside funding be made available from SACOG or elsewhere, a more comprehensive update will be undertaken in 2023.	Apply for funding from SACOG for comprehensive SRTP update.		Compile Short Range Transit Plan using Capital Improvement Plan (CIP); Comprehensive Operations Analysis (COA) and Woodland/District-Wide Microtransit Plan as key inputs.  Should funding be available from SACOG or other sources, conduct a more comprehensive update using outside assistance.	<u>2. Satisfactory Progress</u>

Bike Trails Plan	Hire a senior-level Active Transportation Planner to begin planning and implementation of a District-wide trails plan. If the RAISE grant is funded, oversee design and engineering of three priority trail segments (Woodland -> Davis, Winters to Davis, West Sac to Clarksburg)	Hire Active Transportation Planner and begin development of Bike Trails Vision document.	Board adopts Bike Trails Vision and list of prioritized projects with input from key stakeholders and jurisdictions.	<p>Identify potential funding sources for priority trail projects and begin developing funding applications.</p> <p>If RAISE grant is funded, conduct procurement for planning, design and engineering of countywide trails plan, along with design and engineering of three priority trail segments.</p>	<p>3. <b>Significant Progress.</b></p> <p>** Objective or milestone has changed</p>
I-80 Managed Lanes	In partnership with Caltrans and FHWA, plan and implement the I-80 managed lanes project, including oversight and management of INFRA grant.	Confirm role and timeline for overall project/scope; assign monitoring and reporting roles	Begin obligating funds and continue developing I-80 project	Begin obligating funds and continue developing I-80 project	<p>4. <b>Significant Progress.</b></p> <p>** Objective or milestone has changed</p>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Improve Customer Experience Through Updated Tools, Materials, Tech and Policies</b>					
New Website	Complete website redesign to modernize look and improve navigation		Launch new website		<u>3. Significant Progress</u>  ** Objective or milestone has changed
Customer Info Tools and Policies	<p>As YoloGo implementation moves forward, update all service information such as brochures and website; translate materials as appropriate; Update SOP for automatic vehicle locator (AVL) programming.</p> <p>Develop a system-wide map in GIS and make available online and in print form.</p> <p>Update rider policy to confirm passenger rights and responsibilities. Improve coordination with Transdev to track rider complaints and document responses.</p>		Timely updates and distribution of service info materials in multiple languages as YoloGo phases take place.	<p>Board approves updated rider policy</p> <p>System-wide map complete and available for distribution online and in print form.</p>	<u>2. Satisfactory Progress</u>
External Tech Updates	Update External-facing Tech to improve customer experience, such as replacing/upgrading real-time signage, onboard routers and wifi.			Successfully implement all planned external tech updates planned for FY 2021/2022.	<u>2. Satisfactory progress</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Rebrand YCTD as a Multimodal Partner and Convener</b>					
Partnership Inventory	Strengthen our partnerships with local and regional agency partners as well as social service providers, health care providers and non-profits that serve transit dependent populations.	Analysis of existing partnerships and potential new partnerships particularly with social service providers	Survey, interview and meet with existing and potential partners to identify strategies to deepen collaboration and better serve transit-dependent populations, such as the introduction of bulk purchase options for social service providers.	Share results with Board and make recommendations.	<u>2. Satisfactory progress</u> **
Title VI Plan Update	Review and assess YCTD's current plan and policies for Title VI compliance, including YCTD's plans and policies for engaging minority and limited English proficient (LEP) communities		Assess existing program, research best practices, and prepare updated Title VI Plan.	Submit updated Title VI Plan and documentation to FTA	<u>1. Behind schedule.</u>
Yolo Commute/TMA	Expand membership and mission of TMA to grow the program's impact.  Explore opportunities for Yolo Commute to help jurisdictions and project developers with SB 743 compliance by participating in incentive-based trip reduction programs to reduce VMT	<u>Prepare a fee structure for commercial and mixed-used developments to participate in Yolo Commute.</u>	Document Yolo Commute's impact by preparing materials that highlight the successes of our recently-revamped incentive program.  <u>Promote Yolo Commute membership with our partner jurisdictions and major project developers.</u>	Secure 2-3 new large memberships including at least one commercial/mixed-use development	<u>3. Significant progress</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>Streamline, Simplify and Automate Data Collection and Analysis to Improve Data-Driven Decisionmaking</b>					
Data dashboards	Transit to data dashboard for ongoing monitoring of Yolobus performance and broader travel data for tracking trends and opportunities particularly during COVID recovery.	<p>Coordinate with Transdev, SACOG and local partners to identify readily-available data that we can regularly access and update in an automated form</p> <p>Transition ridership data from existing excel tables to Power BI or other automated system to minimize error</p>	Integrate YCTD data with data from other partners into a dashboard format.	Have data dashboards available for internal use and provide regular reports to Board on KPIs	<u>1. Behind schedule</u>
Improve Maps and Spatial Data	Transition to GIS software tools that allow for more robust and accurate spatial analysis and map-making. Convert all current and future maps to GIS.	<u>Purchase software licenses.</u>	<u>Clean/ organize YCTD GIS data and begin replacing Illustrator maps with GIS maps</u>	All current and future maps prepared in GIS.	<u>2. Satisfactory progress</u>
Improve stop-by-stop data	Collect better stop-by-stop ridership data through use of Automatic Passenger Counters (APCs) to replace manual counts			Evaluate cost of transition to APCs and include in 10-year Capital Improvement Plan as appropriate.	<u>2. Satisfactory progress</u>

Topic	Description	3 mo goal (Dec 2021)	6 mo goal (Mar 2022)	12 mo goal (Sept 2022)	Status
<b>YCTD Staff Team: Clarify Team Structure, Provide Pathways for Professional Growth and Foster a Culture of Mutual Respect</b>					
Clear roles and staffing structure	<p>Ensure all staff have updated job descriptions and annual workplans</p> <p>Create updated staffing structure that provides clear decision-making, supervision and communication pathways.</p>	Board approval of updated staffing structure.	All staff have updated annual workplan and job description that identifies their role in achieving these 3, 6 and 12 month goals.	Prepare updated individual workplans for FY 2022/2023.	<u>3. Significant progress</u>
Professional growth	Create opportunities for professional growth through annual performance evaluation; tailored training and development plans; and identification of promotion pathways for all positions.		Begin annual performance evaluations.	Annual performance evaluations for all staff complete, including training/development plan and promotion pathway.	<u>2. Satisfactory Progress</u>
Recruitment	Fill all vacant positions.	All four open positions are filled.			<u>2. Satisfactory Progress</u>
Internal Tech improvements	<p>Implement IT ticketing system to help ensure internal IT needs are tracked and addressed.</p> <p>Onsite tech improvements (Anaya phone system, Alexa automation, server updates) to improve performance of systems.</p>			Successfully implement all internal tech updates planned for FY 2021/2022.	<u>2. Satisfactory progress</u>
Update personnel policies	Update personnel policies	Work with Yolo County HR advisors to comprehensively update personnel policies.	Board approves updated personnel policies.		<u>4. Complete</u>



## BOARD COMMUNICATION: YOLO COUNTY TRANSPORTATION DISTRICT

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

<b>Topic:</b> Resolution 2022-08: Yolo Active Transportation Corridors (YATC) Request for Qualifications	<b>Agenda Item#:</b>  <b>Agenda Type:</b>	<b>7</b>  <b>Info/Discussion</b>
		<b>Attachments:</b> <b>Yes</b> No
<b>Prepared By: B. Abbanat</b>		<b>Meeting Date: June 6, 2022</b>

### RECOMMENDATION:

Adopt Resolution 2022-08 authorizing staff to release the Yolo Active Transportation Corridors project Request for Qualifications for professional consulting services.

### BACKGROUND:

In summer 2021, YCTD applied for and was awarded \$1.2 million from the federal Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant program for the \$1.7 million Bike & Pedestrian Trail Network Planning Project. The project has since been re-branded as Yolo Active Transportation Corridors (YATC) to better reflect its purpose as a plan for developed transportation corridors and avoid potential confusion with undeveloped, recreational trails.

YATC will develop an active transportation plan for a network of multiuse facilities that will help to address barriers to mobility for low-income and minority residents of Yolo County. This planning project will build upon YCTD's recent efforts to explore how public interest design of transportation services can be used to address the needs of the region's most isolated and disadvantaged areas, where the impacts of systemic racism, institutional disadvantages of rurality, and disproportionately high environmental burdens generate disparities in socioeconomic outcomes.

#### Project Preparation Phase

Staff initiated a "Project Preparation" phase, consisting of mapping the YATC project process, identifying key public and NGO stakeholders, and holding initial conversations with public agency partners most critical to this project's success. Focus group discussions with NGO representatives were also held during this phase.

The purpose of the Project Preparation phase is to make sure key stakeholder groups are aware of the project, how we're approaching it, and to offer early input into items we should consider as we look to bring a consulting team on board. This early input helps inform a Request for Qualifications (RFQ) to select the consulting team.

#### *Public Agency Discussions*

Initial conversations were held with appropriate staff at the following agencies (in order of meetings scheduled):

- Sacramento Area Council of Governments (SACOG)
- City of Woodland
- Yolo County Public Works
- City of West Sacramento
- City of Davis
- City of Winters
- Yolo County Planning

- UC Davis Campus Planning

Conversations with local agency staff focused on historical active transportation planning processes in the county such as the 2009 Woodland-Davis Active Transportation Corridor study, existing planned / in progress projects, opportunities for coordinating plans & capital projects, staff coordination during the YATC process, and potential funding opportunities. All local agency staff support this effort and look forward to collaborating to improve the intercity active transportation network. YCTD staff emphasized that YATC does not intend to replace approved current plans, but to complement and fill in any gaps where to develop a more complete, cohesive network.

#### *Focus Group Discussions*

Over two dozen non-governmental organizations (NGOs) were invited to participate in project preparation focus groups to provide insight and input into the project process. Staff appreciates the rewarding and productive conversations with the representatives from the 12 NGOs who participated in the four cohorts below.

**Community Services / Public Health.** This cohort discussion focused on how to meaningfully engage marginalized and under-resourced communities. Also discussed are the need for safe active transportation options connecting migrant housing centers and public housing complexes with everyday needs is critical.

**Transportation Advocacy.** Transportation advocates noted the need for a safe route between Davis and West Sacramento, particularly on County Road 32A. Plan for wide shoulder/Class II bike lanes in addition to Class I paths. The project should also recognize the distinction between recreational bicyclists and those bicycling for transportation purposes. One participant noted that YATC should not focus exclusively on infrastructure but also on programs to provide equipment, particularly electric-assist bicycles to low-income users to reduce the effort required to travel the distances between the urbanized areas.

**Environmental.** Participants noted that connectivity is needed between Madison, Capay Valley, Esparto, and Winters. Paths should provide multiple benefits including increasing public access to natural areas. Potential exists between coordination with this plan and implementation of the Great Delta Trail, with special outreach to communities like Clarksburg to ensure their community character isn't compromised. Look to co-planning broadband with projects. Look to the Napa Valley wine trail for an effective planning process. Also note that programs such as the Wildlife Conservation Board has public access lands funding that would apply to these projects.

**Economic Development.** This cohort noted that as an agricultural county, it is difficult to get from one urban hub to another by bicycle. Many economic development opportunities exist around recreational uses and that bicycling tourism is a year-round opportunity bringing affluent visitors with spending money. The beauty of Yolo County can be leveraged for agricultural tourism.

Local agency and focus group discussions have provided staff a deeper understanding of countywide active transportation access needs. This valuable insight has better prepared staff for identifying important strengths, weaknesses, and nuances among consulting teams during the selection process.

#### **Consultant Team Selection**

On 5/9/2022, staff provided the Board an update on project progress to date as well as overall approach to the project, including consulting team selection process, summarized below:

Given YATC is a multi-year project and Design and Engineering of Priority Corridors occurs deeper into the process, scope of work specifics are difficult to determine and even more so to accurately estimate for consultant teams. Federal/state approval processes also function better with higher levels of certainty than YATC can provide at this point. As a result, staff lean heavily toward selecting a consultant via one-step

RFQ than either an RFP or two-step RFQ/RFP. A one-step RFQ will allow staff to select the best *team* from which to collaboratively develop a scope of work, schedule, and budget in two separate phases (Planning, Design & Engineering). Amending the contract later to include Design & Engineering is a logical approach given the potential complexities of this work which occur at a later stage and aren't known until well into the planning process. This also provides flexibility in case staff prefers to shift course to a different civil engineering firm.

Staff have prepared a draft RFQ, which was reviewed by the YATC Technical Advisory Committee on 5/15/2022 with minimal comments. It will also be reviewed by the YCTD Technical Advisory Committee on 6/6/2022.

Staff anticipate releasing the RFQ in mid-June pending YCTD Board approval on 6/6/2022. Consultant team selection will be guided by the YATC TAC.

#### *Federal Procurement Requirements*

Local agencies receiving federal funding are required to adhere to Chapter 10 of the Caltrans Local Assistance Procedures Manual for consultant procurement selection processes and for authorizing Boards to acknowledge this via adopted resolution. Attached to this staff report is a resolution authorizing release of the RFQ and YCTD staff's commitment to complying the LAPM for consultant procurement.

#### **Next Steps**

Attachment 3 illustrates progress made and remaining milestones during the Project Preparation Phase.

#### **Attachments**

1. Resolution
2. Project Flow and Gantt Charts
3. Request for Qualifications

**YOLO COUNTY TRANSPORTATION DISTRICT**

**RESOLUTION NO. R 2022-08**

**AUTHORIZATION TO RELEASE REQUEST FOR QUALIFICATIONS (RFQ) FOR THE YOLO ACTIVE TRANSPORTATION CORRIDORS (YATC) PROJECT**

**WHEREAS**, the Yolo County Transportation District (YCTD) was awarded a \$1.2 million grant from the federal Department of Transportation's Reinvesting in American Infrastructure with Sustainability and Equity (RAISE) for the subject project; and

**WHEREAS**, consulting assistance is needed for transportation planning and civil engineering to complete the planning process and development of construction drawings for at least one prioritized corridor; and

**WHEREAS**, project receiving federal funding must comply with Caltrans' Local Assistance Procedure Manual Chapter 10 for consultant procurement; and

**WHEREAS**, YCTD intends to procure consulting services via a one-step RFQ process

**WHEREAS**, local agency partners have reviewed and commented on the RFQ and will participate in the consultant selection process; and

**WHEREAS**, staff will return to the YCTD Board to execute a consulting services agreement at a future meeting,

**NOW, THEREFORE, RESOLVED, ORDERED, AND FOUND** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, as follows:

1. The foregoing recitals, and each of them, are true and correct.
2. The Board of Directors of the Yolo County Transportation District hereby:
  - a. Authorizes release of the Request for Qualifications.
  - b. Adopts the Caltrans Local Assistance Procedures Manual (LAPM) Chapter 10 processes for consultant procurement

**PASSED AND ADOPTED** by the Board of Directors of the Yolo County Transportation District, County of Yolo, State of California, this 6th day of June, 2022, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

Don Saylor, Chair

Board of Directors

ATTEST:

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Mimi Koh, Clerk

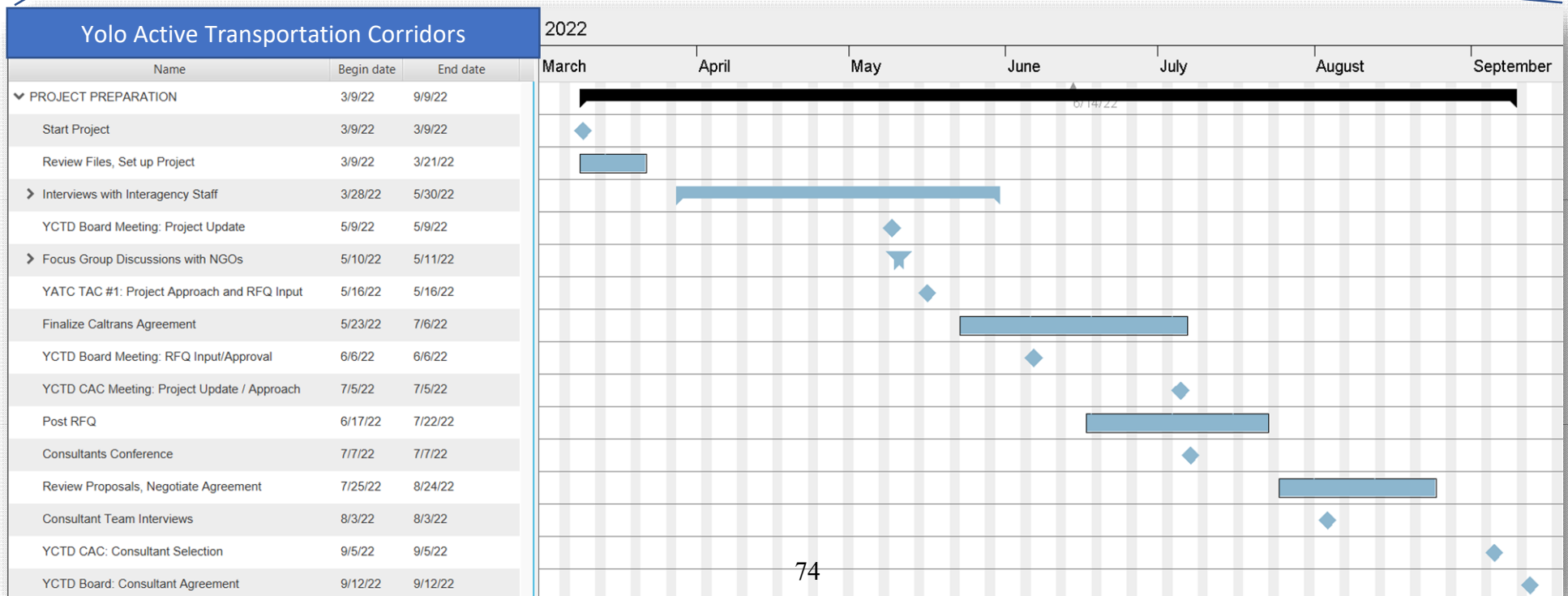
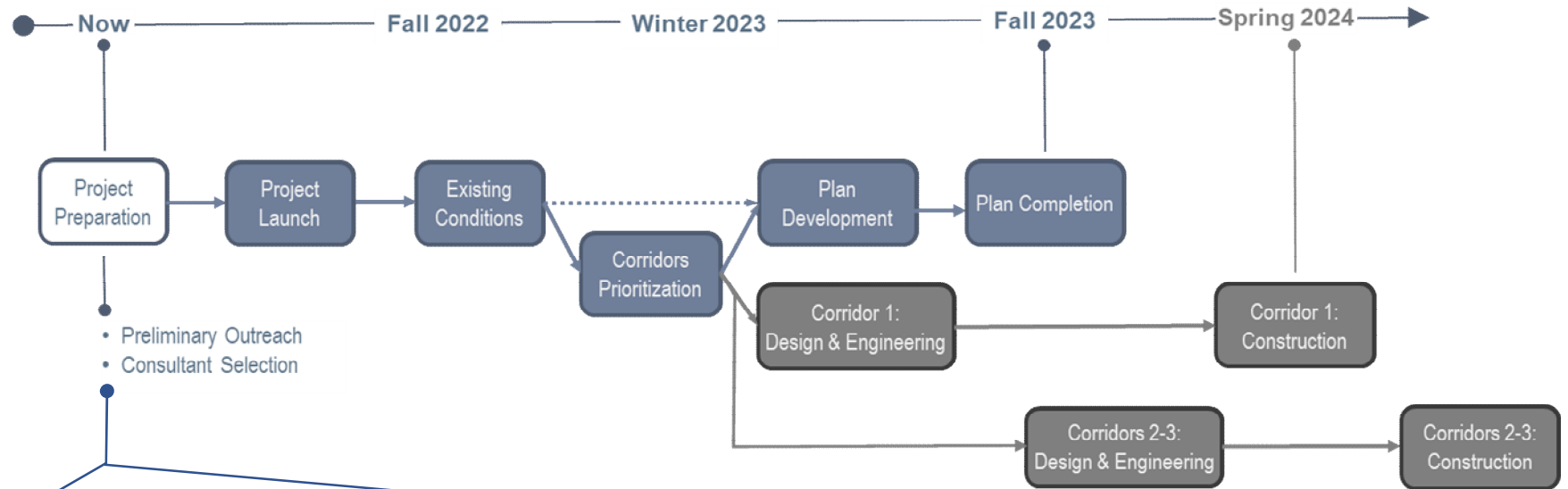
Board of Directors

Approved as to Form:

---

Hope P. Welton, District Counsel

## ATTACHMENT 2: YATC Flow and Gantt Charts



**REQUEST FOR QUALIFICATIONS (RFQ)**  
**FOR**  
**Yolo Active Transportation Corridors (YATC)**



350 Industrial Way, Woodland, CA 95776  
(530) 661-0816 | Yolobus.com

**Brian Abbanat**  
*Senior Planner for Multi-Modal Projects*  
BABBANAT@YCTD.ORG  
530.402.2879

**KEY RFP DATES (Subject to change):**

Issue Date:	<b>6/20/2022</b>
Deadline for Questions:	<b>TBD</b>
Submittals Due Date:	<b>7/22/2022</b>
Presentation/Interviews:	<b>8/3/2022</b>

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# 1. Request for Qualifications

## 1.1 Invitation

The Yolo County Transportation District (hereinafter “YCTD”) is seeking proposals from responsible firms for **YCTD RFQ #22-01, Yolo Active Transportation Corridors**.

## 1.2 Procurement Schedule

The procurement process schedule follows:

Milestone	Date
Issue date of RFQ	Friday, June 17
Pre-Qualifications Conference (via Zoom webinar)	July 7, 2022
Deadline for Questions	July 14, 2022
Submission Deadline	Friday, July 22
Qualifications Evaluations	July 25 – 29
Consultant Interviews	Wednesday, August 3
Consultant Selection/ Award Announcements	Monday, August 8
Proposal Development / Contract Negotiations	August 9 – September 2
Contract Execution	Monday, September 12

This schedule is tentative and may be changed by YCTD at any time.

## Inquiry and Questions

Effective immediately upon release of the Request for Qualifications (RFQ) and until notice of contract award, all official communications from consultants regarding the requirements of this RFQ shall be directed to Brian Abbanat, Senior Planner at [babbanat@yctd.org](mailto:babbanat@yctd.org).

## Pre-Qualifications Conference

A pre-proposal conference will be held via Zoom webinar at 10:00 AM Pacific Time on **[INSERT DATE]**. Firms wishing to participate may request more information by sending an email to [babbanat@yctd.org](mailto:babbanat@yctd.org) no later than 5:00 PM Pacific Time **[INSERT DATE]**. Firms that RSVP via email prior to the deadline will receive dial-in information. All prospective consultants are encouraged to attend.

## 1.3 Organization of Qualifications Materials

To enhance the comparability and facilitate evaluation, all Qualifications responses must be organized as follows:

1. Letter of Interest (2 page maximum)
2. Team Qualifications (2 page maximum)
3. Example Projects (6 page maximum)
4. Supporting Documentation
  - a. Organizational Chart (1 page maximum)
  - b. Key Staff (1 page maximum)
  - c. Public Engagement Approach (1 page maximum)
  - d. References

## 1.4 Qualifications Submittals

Qualifications shall be submitted electronically via email to Brian Abbanat, Senior Planner at [babbanat@yctd.org](mailto:babbanat@yctd.org) before the submission deadline. The YCTD email system does not accept

attachments larger than 10 MB. If your proposal is near this size or greater, please mail two USB drives containing your proposal to:

Yolo Active Transportation Corridors (YATC) RFQ #22-01  
Yolo County Transportation District  
Attn: Brian Abbanat, Senior Planner  
350 Industrial Way  
Woodland, CA 95776

USB drives must be received before the submission deadline.

Note: YCTD staff work hybrid schedules. Please send inquiries via e-mail.

### 1.5 Amendment and/or Postponement

YCTD reserves the right to postpone, for its own convenience, the deadline for submitting Qualifications. Further, YCTD reserves the right to unilaterally revise or amend the scope of work up to the time set for submitting Qualifications. Such revisions and amendments, if any, shall be announced by addenda to this solicitation. Copies of such addenda shall be furnished to all prospective consultants and a copy will be posted on YCTD's website. The deadline for submitting Qualifications shall be at least five (5) working days after the last addendum and the addendum shall include an announcement of the new date, if applicable, for submitting Qualifications. Consultants are requested to acknowledge receipt of all addendums as part of the Qualifications. Failure to acknowledge an addendum will not automatically disqualify a consultant, but failure to address any changes in the Qualifications may lead to a lower score than would otherwise be the case. Any consultant whose Qualifications has already been submitted to YCTD when the decision to postpone is made will be afforded the opportunity to revise or withdraw their Qualifications.

### 1.6 Evaluation and Selection Process

YCTD is conducting a one-step RFQ process for selecting a consulting team.

#### Responsiveness

For consultants to be considered for the Contract, the Qualifications must be responsive to the RFQ, and YCTD must be able to determine that the consultants can perform the Contract satisfactorily.

Responsive Qualifications are those complying in all material aspects of the solicitation. Consultants may, at any time after the submission of the Qualifications, be requested to submit further written evidence verifying that the firm(s) meets the criteria necessary to be determined a responsible consultant. Refusal to provide requested information may result in the consultants being declared nonresponsive and disqualified.

Consultants are expected to agree with the terms contained or referenced herein. Consultants should therefore not make any changes to these terms, nor restate any provisions in their Qualifications or supporting material. However, if the consultant has any specific exceptions, such exceptions should be set forth in a separate letter included with its response to the RFQ. YCTD is under no obligation to entertain or accept any such specific exceptions.

YCTD will accept proposals that offer exceptions to YCTD's general terms and conditions. YCTD may negotiate such exceptions with consultants that fall within the overall competitive range. Should YCTD and a consultant fail to come to acceptable terms, that consultant shall be eliminated from

consideration for contract award.

YCTD will appoint an Evaluation Committee to evaluate all Qualifications submitted for this project. To be acceptable, Qualifications shall comply with Section 1.2 requirements.

### 1.7 Evaluation and Selection Criteria

All Qualifications will be initially evaluated and ranked by the Evaluation Committee based on the weighted evaluation criteria in Table 1.

#### Evaluation Form

Each member of the Evaluation Committee shall complete an evaluation form for each Qualifications submitted. The final rating for each Qualifications shall be based on the average of the total score compiled by members of the Evaluation Committee.

*Table 1. Evaluation Criteria*

Criteria	Weight
Letter of Interest	30 points
Team Qualifications	35 points
Example Projects	25 points
Supporting Documentation	10 points
<b>Total</b>	<b>100 points</b>

### 1.8 Interviews, Discussions, and Negotiations

#### Interviews

A short list of consulting teams will be selected based on the consultant teams' Qualifications against the Table 1 criteria. Following the interviews, the Committee will then select consultant, collaborate with consultant on a desired scope of work, and solicit a formal proposal.

#### Negotiations

YCTD staff will negotiate with selected consultant upon receipt of the draft proposal.

#### Best and Final Offer

The best and final offer will contain all information and documents necessary to state the consultant's entire proposal without reference to the original proposal or to any supplements that may have been submitted during negotiations.

#### Contract Award

Award will be made to the responsible firm upon successful negotiations. If terms cannot be reached, YCTD reserves the right to withdraw from negotiations and select the next most qualified consultant.

### 1.9 General Terms and Conditions

#### Contract

Any contract resulting from this RFQ may be subject to a financial assistance contract/agreement between YCTD and the California Department of Transportation (Caltrans), and between YCTD and the U.S. Department of Transportation, Federal Transit Administration (FTA). The contract shall be governed by all applicable state and federal regulations.

Submission of a proposal constitutes an offer to perform the work specified and to be bound by the terms contained in this RFQ and subsequent contract negotiations. Upon acceptance of the offer, and upon award of the contract to the successful consultant (if any), this procurement solicitation document, together with the completed and executed forms required herein, and all attachments hereto, together with the contract shall collectively constitute the contract documents. The contract shall be a firm, fixed-price contract. Consultant warrants that employees who participate in this project will be compensated in accordance with the law.

#### Contract Term

Term is dependent upon project scope negotiations.

## 2. Introduction and Background

### 2.1 Purpose

The Yolo County Transportation District invites consultant teams to submit qualifications in response to the Request for Qualifications ("RFQ") for, public outreach, long-range transportation planning, and construction engineering and other consulting services as necessary to conduct the Yolo Active Transportation Corridors Plan "YATC". YATC will develop an active transportation plan for a network of multiuse trails that will help to address barriers to mobility for low-income and minority residents of Yolo County, California (population 220,500). This planning project will build upon YCTD's recent efforts to explore how public interest design of transportation services can be used to address the needs of the region's most isolated and disadvantaged areas, where the impacts of systemic racism, institutional disadvantages of rurality, and disproportionately high environmental burdens generate disparities in socioeconomic outcomes.

YATC is a \$1.7 million project with \$1.2 million in federal funds from the Rebuilding Americans Infrastructure with Sustainability and Equity (RAISE) discretionary grant program.

YATC will accomplish two objectives:

- Establish a long-term vision and planning document for active transportation corridors in Yolo County.
- Establish priorities and complete construction documents for at least one (1) and up to three (3) corridors.

**Qualification submittals will be received until 4pm on Friday, July 22<sup>nd</sup>.**

YATC will emphasize robust public involvement and strategic, cost-effective solutions. The consultant teams are expected to provide professional skills in the following areas:

- Public engagement "meeting folks where they are at," by 1) working/coordinating directly with community-based organizations for community outreach, 2) organizing and leading conveniently located and timed community events to provide bilingual information about the project, and 3) using multi-platform virtual public engagement and providing visual simulations and renderings.
- Travel behavior analysis to identify gaps in bike-to-work infrastructure and inform the prioritization of trails to encourage bike commuting.
- Contemporary active transportation master planning in rural environments including:
  - Corridor visioning
  - Wayfinding
  - Design best practices for at-grade crossings of higher speed county roads

- Landscape design and lighting at strategic locations
- Placemaking for community gateways
- Topographic & utility surveying
- Implementation strategy, cost estimating, and life-cycle costs
- Effective and clear project management and communication skills.
- Maintain defined schedule, efficient management of engagement process and stakeholders.
- Potential interagency permitting processes (e.g. flood control districts, local agency encroachment permits, etc.)
- NEPA/CEQA, federal permitting and funding obligation processes.

## 2.2 Project Description

This project will conduct community outreach, map areas of persistent poverty in the county, prioritize disadvantaged areas for access to the bike/pedestrian trail network, assess the feasibility of electric bike/scooter charging stations, provide conceptual design plans and cost estimates to build out the trail network, and develop 100% design and engineering and construction documents for top priority trails. This YCTD Bike & Pedestrian Trail Network Planning project will advance the broader Sacramento Area Council of Government's Parks and Trails Strategic Development Plan, which envisions a dynamic, regional system of interconnected trails and parks across El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties in Northern California.

YCTD seeks a strategic and creative firm or team for the development of the YATC Plan. YCTD desires a firm or team that has a broad-based experience creating safe, connected, and buildable active transportation corridors that treats all people equitably.

## 2.3 Background

YCTD, which operates the Yolobus local and intercity bus service, offers safe, economical, and sustainable alternatives to conventional transportation within its service area that includes Davis, West Sacramento, Winters, Woodland, downtown Sacramento, Sacramento International Airport, Cache Creek Casino Resort, Esparto, Madison, Dunnigan and Knights Landing. The population of Yolo County is primarily concentrated in smaller cities surrounded by working lands. While in the past these services were limited to transit, YCTD is in the process of expanding its services to better meet the mobility needs of its geographically, racially, ethnically, and economically diverse service area. According to the US DOT's RAISE Persistent Poverty Project Status Tool, twenty-two (22) out of the 85 total Census Tracts included in the YCTD service area are Areas of Persistent Poverty. Residents of these areas contend with barriers to access to jobs, educational attainment, health, and opportunity. This planning project will build upon YCTD's recent efforts to explore how public interest design of transportation services can be used to address the needs of the region's most isolated and disadvantaged areas, where the impacts of systemic racism, institutional disadvantages of rurality, and disproportionately high environmental burdens generate disparities in socioeconomic outcomes.

## 2.4 Scope of Work

The below scope of work reflects a rough framework for expected level of effort and detail for YATC deliverables. After selection of the preferred consultant team YCTD will lead a project definition process to further establish the desired scope of work with the consultant team. The consultant team will be asked to provide a schedule, budget, and detailed project proposal to accomplish the desired scope of work at that time.

### Existing Conditions Assessment

Consultant will review recent planning documents, surveys, maps, and data collected at the YCTD and SACOG level to assess existing conditions and determine what additional data is needed to inform the Plan. This assessment will include building upon the recent mapping of disadvantaged and low-income areas by mapping areas of persistent poverty as defined by US DOT in relation to access to existing trails and transit hubs in the County to inform the prioritization of these areas for trail development.

### Public Outreach and Community Engagement

Consultant will develop a community engagement strategy deploying a full range of input opportunities with an emphasis on “meeting people where they are”, both physically and rhetorically. Culturally context-sensitive engagement will be important from not only a demographic standpoint, but also recognizing each community’s unique cultural context.

Consultants will work with YCTD’s new Communications & Marketing Specialist to develop a marketing plan and schedule for conducting targeted outreach to engage community members in the planning process. The plan will outline strategies that the project team and its partners will deploy to encourage in and remove barriers to participation in the community engagement portion of this project.

### Plan Development

Consultants and staff will work together to develop the plan, which will include the following considerations/components: siting, trail design, trail layout, trail construction, trail support facilities, permits and compliance with local and state ordinances, trail maintenance, and costs. The Plan will evaluate design alternatives for selection by YCTD and outline recommendations for implementation.

Existing active transportation planning documents vary within the County. Most of the larger incorporated cities have approved transportation infrastructure plans in place. Some of the smaller unincorporated communities have completed community plans within the past decade but have limited or no planned active transportation improvements. Others still have no current community plan and/or no basic infrastructure (e.g. wet utilities, sidewalks, storm drainage). YATC represents an opportunity to work with and within these communities to identify deficiencies and incorporate active transportation planning to support local mobility needs.

### Final Design & Engineering for Priority Segments

The consulting team advance design and engineering to the 100% for the top priority trail segments identified in the Plan. This will include completing permitting and approvals and producing construction documents for a shovel-ready construction project that falls within a reasonable cost range for pursuing and leveraging federal and state construction funds to initiate construction by spring 2024.

YCTD will separate the project into two separate phases with the consulting team: 1) an initial agreement for the full planning and visioning process and 2) an amended agreement for design and engineering once more information is known about prioritized corridors and consultant level of effort can be better assessed.

### Preliminary Design, Cost Estimates, & Prioritization

Guided by public engagement results, the transportation planning/design consultant will develop conceptual design plans and cost estimates for the Plan. The consulting team will conduct a topographic utility survey and all environmental investigations necessary to produce preliminary design concepts.

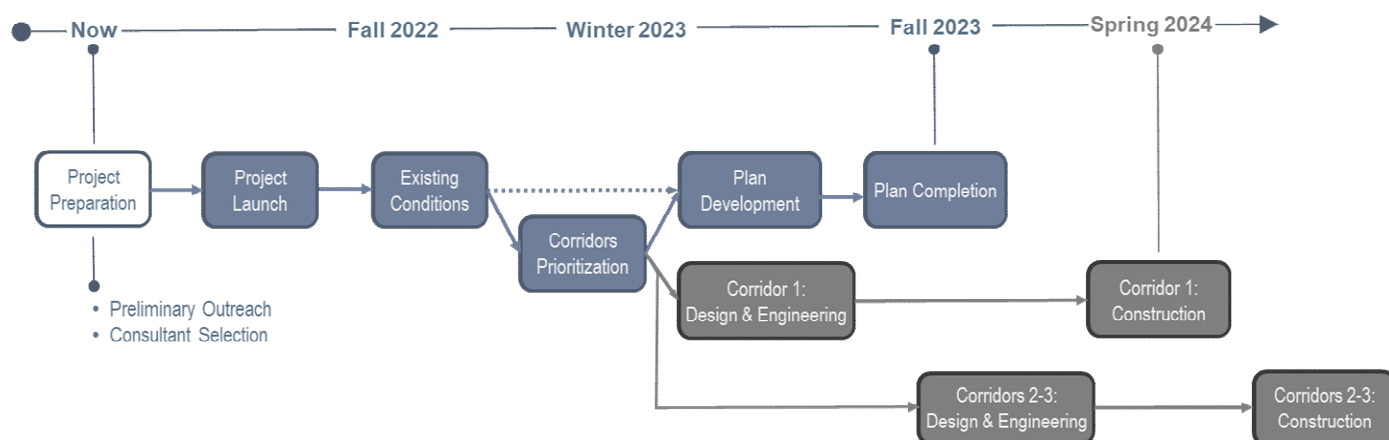
The Plan will prioritize trail segments for construction based on capacity to establish access for low-income and non-driving communities to jobs, education, healthcare, and other key destinations; connections to transit hubs; benefits to areas of persistent poverty and majority-minority communities with environmental burdens; strength of local partnerships; and cost and availability of funds.

### Implementation Strategy

Consultants will expand on cost estimates & prioritization by developing an implementation strategy, laying out a road map for project construction including phasing and identifying potential funding sources. Consultants will conduct a thorough review of existing and emerging funding programs at all levels of government (regional, state, federal) and across disciplines (e.g. transportation, recreation, public space access, public health, environmental remediation, etc.). Discretionary funding sources should be assigned to corridors/segments based on their programs' goals/objectives and how each corridor/segment has a competitive advantage therein.

### 2.5 Timeline and Process

YCTD assumes a rough, high-level process reflecting the below chart. The final schedule and milestones will be negotiated with the selected consulting team.



### Technical Advisory Committee

The Project will be guided by a Technical Advisory Committee (TAC), comprised of key local agency / public sector stakeholders who have a vested interest in how YATC projects interface with planned improvements in their jurisdictions. Staff and consultants will determine the appropriate TAC meeting frequency, but monthly is a baseline assumption.

### Steering Committee

The Project will be guided by a Steering Committee (SC), comprised of community stakeholders who have a vested interest in countywide active transportation. These can consist of advocacy and other non-governmental organizations. Meeting frequency is imagined to mirror the TAC.

### 3. Qualifications Submittals

#### Letter of Interest (2 full page maximum)

- Summarize the strengths of the team. Include a narrative of the team's approach and experience in working with a multi-agency client group, as well as a diverse and engaged public.
- Describe your understanding of active transportation's role for the Yolo County community, existing challenges and opportunities, and factors affecting countywide active transportation over the next 30 years. *Note: Failure to address this topic will adversely affect consulting team's score.*

#### Team Qualification (3 page maximum)

Describe experience with projects of similar scope and complexity. Demonstrate effective project management and quality control / assurance measures. Provide experience with comprehensive project management during all phases of the project, including ability to coordinate the work of internal staff and consultants, complete all phases according to schedule and budget, and produce technical reports, documents, and conceptual designs of superior quality. Include, if applicable, experience working together as a team of consultants.

#### Example Projects (6 page maximum)

Provide a portfolio of your most comparable projects with brief narrative and exhibits as well as project status if not fully constructed. Limit each project to a single page, including exhibits and images. Example projects should be limited to plans that have been adopted/approved and projects constructed/under construction within the past ten years.

#### Supporting Documentation

- Organizational chart (1 page maximum)
- Resumes for key staff
- Public Engagement Approach (1 page maximum) Include descriptions or list of non-traditional, interactive public outreach tools available for broad community input, with attention to underrepresented communities
- References. Provide contact information for four project owners (two planning, two capital) who can attest to the team's expertise in the project scope and process

### 4. Resources

#### Davis

- 2021 Transportation Implementation Plan
- 2016 Street Design Standards
- 2014 Beyond Platinum: Bicycle Action Plan

#### West Sacramento

- 2021 Mobility Action Plan
- 2018 Bicycle, Pedestrian, and Trails Master Plan
- 2002 Street Design Standards



#### Winters

- 2021 Transportation Improvements Standards
- 2013 Bikeway System Master Plan

#### Woodland

- 2021 Transportation System Design Standards
- 2002 Bicycle Transportation Plan

#### Yolo County

- 2020 Cache Creek Parkway Plan
- 2019 Esparto Community Plan
- 2015 Clarksburg Area Community Plan
- 2013 Yolo County Bicycle Transportation Plan
- 2009 Yolo County General Plan Circulation Element
- 2008 Yolo County Improvement Standards

#### UC Davis

- 2020-21 UC Davis Institute of Transportation Studies Campus Travel Survey
- 2018 UC Davis Long Range Development Plan
- 2009 Bike & Transit Network Plan

Attachment A – RAISE Grant Application  
(Yolo Countywide Trail Network)

Attachment B – Required Caltrans LAPM Exhibits

Attachment C – Notice to Proposers DBE Goals

Attachment D – Notice to Proposers DBE Goals

Attachment E – Consultant DBE Commitment Form

Attachment F – Consultant Annual Certification of Indirect Costs and  
Financial Management System