ALAMEDA COUNTY
CONGESTION MANAGEMENT AGENCY

CENTRAL ALAMEDA COUNTY
CHERRYLAND • ASHLAND • SOUTH HAYWARD

COMMUNITY-BASED
TRANSPORTATION PLAN

Community-Based Transportation Plan

Cherryland
Ashland
South Hayward

Final Report

June 2004

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consulting associates

IN ASSOCIATION WITH

Cherryland Community Association
Eden Youth and Family Center
California State University HIRE

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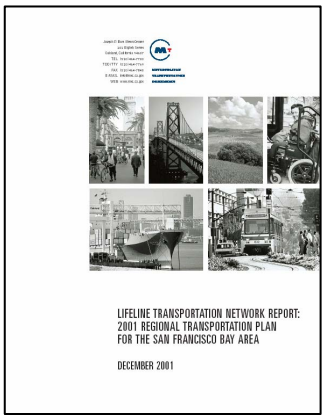
Executive Summary

This Central Alameda County Community-Based Transportation Plan (CBTP) presents a series of community-identified transportation solutions (displayed in Figure ES-1 and ES-2) for improved mobility in the unincorporated Central Alameda County communities of Ashland and Cherryland, and in South Hayward (a map of the study area is shown in a sidebar on this page). It was designed to build upon the findings of the Metropolitan Transportation Commission's (MTC) 2001 Lifeline Transportation Network Report, which outlined a safety-net transit routes for low-income people. According to the Lifeline Report, Cherryland was one of the few low-income communities in the Bay Area that was identified with a spatial gap in terms of transit service coverage. According to AC Transit's Central County Study, and based on comments received from community residents during outreach for this plan, other portions of the study area have transit services with limited hours and frequencies. However, transportation needs in these communities are not limited to transit; other critical issues include lack of pedestrian and bicycle facilities, the high cost of transportation, lack of information on transportation options, and the feeling of being "unsafe" while traveling. The goal of this CBTP is to provide low-cost, short-term or high priority transportation solutions to meet some of the most critical community transportation needs.

Figure ES-1 displays a summary of the problems and solutions identified through the outreach process. Figure ES-2 displays more detail on each solution in terms of implementation. More detail on each solution is provided later in the executive summary.

The study area for the Central Alameda County Community-Based Transportation Plan is comprised of three noncontiguous communities with diverse populations.



The 2001 MTC Lifeline Transportation Report identified temporal and spatial gaps in Bay Area transit services.

Figure ES-1 Summary of Problems and Solutions

Problem	Recommended Solution
Transit is unable to effectively meet all community transportation needs. Paratransit is perceived as unreliable and only available to a limited population (those served by the ADA mandate).	✓Adjustments to AC Transit Service ✓Bus shelters
Transportation is costly.	✓Promote the availability of cars ✓Improved bicycle access
Information about transit and transportation programs is limited or not accessible.	✓Information center in the community ✓Information in multiple languages ✓More comprehensive information about AC Transit service at bus stops and on buses ✓Transit information on a local TV station
Many areas lack sidewalks, bicycle lanes, crosswalks and other amenities.	✓Sidewalks ✓Improved bicycle access
People feel "unsafe" walking or using public transportation (personal safety).	✓Better lighting
Basic needs and services (grocery stores, hospitals, etc.) are not always nearby or accessible with the existing transportation system.	No single easy solution, but the following actions will help people get to basic needs and services: ✓Adjustments to AC Transit ✓Promote the availability of cars ✓Improved bicycle access

Figure ES-2 Summary of Solutions[1]

	Solution	Lead Agency	Total Cost	Comments
1	**Adjustments to AC Transit Service**	AC Transit	$9,047,000	Per year, for service changes to routes 77, 84, 93, 97, 99 and new door-to-door service for South Hayward and Bayfair BART.
2	**Bus Shelters**	AC Transit	$215,000	One-time cost for forty shelters
3	**Transportation Information on Cable Television**	AC Transit, Local Access Channel 3, etc.	$6,000	One-time cost to adapt existing video
4	**Information Center**	Eden I & R or other	$140,000	2 Communities ($60K each per year) plus equipment ($20K one-time)
5	**Information at Stops and on Buses**	AC Transit	$10,000	Info at shelters for both equipment and materials
6	**Multilingual information**	AC Transit, Eden I & R, etc.	$15,000	One-time cost for translation of key materials into up to 10 languages
7	**Sidewalks in Cherryland**	ACPWA and City of Hayward	$36,000,000	One-time cost for roughly 72 blocks need sidewalks; improvements can be made as funds are available
8	**Lighting**	ACPWA and City of Hayward	$120,000	Capital and operating costs for one year; as funds are available, 1 per new bus shelter location assumed here.
9	**Bicycle Purchase Assistance**	Non-profit	$60,000	To provide 200 bicycles, the minimum to justify administrative costs is $20K. per year
	Bicycle Racks	ACPWA and City of Hayward	$3,000	5 per community (for 3 communities)
10	**Auto Loan Program**	EYFC	$90,000	$30,000 for administration (1 person as part of an existing program) and $60,000 for collateral for 20 loans per year
	Carsharing	City CarShare	$100,000	Per year
	TOTAL		$45,806,000.00	

[1] See individual project descriptions for more pricing information.

Study-Area Description

For purposes of presenting the data and illustrating findings, the Ashland-Cherryland area is the area bounded by I-880, Hesperian Boulevard, 150th Avenue, the MacArthur Freeway and Foothill Boulevard, Simon Street and Sunset Boulevard, Meekland, and some small residential streets to the South of Lewelling Boulevard. South Hayward is the area bounded by West Harder Road, Mission Boulevard, Industrial Parkway, I-880 and Highway 92.

- Ashland, Cherryland and South Hayward are Central Alameda County communities with a mix of residential and commercial areas. All of the communities have a variety of workplaces and retail establishments, many of which are small-scale businesses.
- All of the communities are very diverse, with residents speaking over 50 languages and identifying with various cultures.
- Cherryland is one of the most densely populated communities in northern California. Both South Hayward and Ashland also have a mix of low- and high-density residential units.

Population

- The populations of the study areas are 34,084 in Ashland/Cherryland and 37,639 in South Hayward.
- The study areas have experienced significant increases in minority population in the last ten years, and all have higher concentrations of Latino (31% in Ashland/Cherryland and 23% in South Hayward compared to 19% countywide) and nonwhite residents (69% and 77% compared to 59%) than Alameda County as a whole.
- English, Spanish, Farsi, Tagalog, Chinese and other South Asian languages predominate in the study areas.
- The median household income in Ashland-Cherryland is substantially lower than the countywide median ($40,826 compared with Alameda County's median of $55,946). A geographic display of concentrations of poverty indicates concentrations of poverty are located in the central portion of South Hayward, the northernmost portion of Ashland and the southern tip of Cherryland.

- The median age in central Alameda County is 31 years old, but median age varies widely by study area community. Both seniors and young residents are scattered throughout the study area.

Transportation

- Commute Mode:

  The automobile is the primary transportation mode for residents in the study area, with 65-68% of residents driving alone to work and another 15-18% carpooling.

  Public transportation is the commute mode for 9% of Ashland and Cherryland residents, while 13% of South Hayward residents use transit for their commute.

  Two percent walk to work from Ashland/Cherryland and 3% from South Hayward.

- Approximately 10% of all households within the study area do not have an automobile. In some portions of Ashland and Cherryland, more than 15% of households do not have a car. Auto-ownership rates are higher in South Hayward. (2000 Census)

- For their Lifeline Report, MTC collected data on critical destinations within the study area (job sites, stores accepting food stamps, daycare facilities, shopping centers, hospitals, recreation centers and schools), and found the following:

  The highest concentration of travel destinations is located north of the Bayfair BART Station and along E. 14th Street.

  There are no large clusters of job sites within the residential area of Ashland or anywhere in Cherryland.

  Around South Hayward, where key destinations (employment, commercial) are scattered mostly on the outskirts of the study area; there is a cluster of key destinations along Industrial Parkway.

  Some activity centers are also located along Tennyson Road, and along Mission Boulevard north of the South Hayward BART station.

- AC Transit and East Bay Paratransit serve all of the study area communities. In South Hayward, senior residents and persons with disabilities are also eligible for the City of Hayward Paratransit program.

- Two BART stations are located in the study area; BART is an important element of the local and regional transit system.

  Many AC Transit routes serving or adjacent to Hayward and Ashland pulse out of the Hayward or Bayfair BART Stations.

The Community Outreach Plan

The Community Outreach Plan allowed for different formats for input, as well as outreach to residents of Cherryland, Ashland and South Hayward, political leaders, social service organizations, special interest groups and other agencies and organizations representing the project area.

Objectives

Community members shared their concerns about local transportation issues at community meetings throughout Ashland, Cherryland and South Hayward.

Six objectives were developed for community involvement as part of the CBTP. To evaluate the effectiveness of the community involvement effort, these objectives were reviewed regularly during the CBTP process and again at the end of the study. The objectives are based on those identified by MTC for the Bay Area Community-Based Transportation Planning Process; items identified by Alameda County Congestion Management Agency (ACCMA) in the Request for Proposals (RFP); and other priorities based on issues identified by the local community-based organizations that participated in the CBTP process. The objectives are as follows:

Objective 1. Integrate a variety of community interests focusing on local residents' priorities, and also including public agencies, transit providers, ACCMA and MTC.

Objective 2. Conduct a community-based prioritization of transportation needs and potential solutions that may include both traditional transit solutions and nontraditional transportation program options.

Objective 3. Afford community representatives the opportunity to share points of view on local and regional growth, transportation programs and policies, and very specific community transportation problems.

Objective 4. Prioritize key issues and build consensus.

Objective 5. Educate the community on the complex decisions required to develop solutions within the study area.

Objective 6. Establish partnerships with individuals and CBOs for providing community education, public information and implementation tools for CBTP recommendations.

Process

To address these objectives, seven strategies were developed and followed throughout the community involvement effort. These strategies are as follows:

- **Strategy 1.** Obtain input/comments through community representative interviews.
- **Strategy 2.** Identify and attend scheduled meetings and events for community, planning, and social service groups.
- **Strategy 3.** Conduct focus group sessions for detailed review of issues and alternatives with consumers.
- **Strategy 4.** Distribute and collect survey/feedback forms.
- **Strategy 5.** Conduct public open house meetings
- **Strategy 6.** Facilitate community representative group meeting.
- **Strategy 7.** Provide ongoing public information.

Using these strategies, a number of community meetings were conducted and surveys were distributed to organizations between August 2003 and February 2004. The public involvement process uncovered a vast array of transportation issues and potential strategies to address them.

Among the groups and organizations with which community/membership meetings were conducted are the following:

- FESCO: The Family Shelter
- SAFE Ashland
- Ashland Community Center classes
- Ashland Senior Tuesday
- Hispanos de Ashland
- Ashland Health Collaborative
- Clean-up Day (Supervisor Miley)
- Cherryland Barbeque
- Banyan House
- Sunset Adult School
- Cherryland Elementary School
- Cherryland CAC
- South Hayward Collaborative
- St. Rose Health Fair
- South Hayward Community Outreach Partnership Center
- Hijos del Sol Youth Leadership
- Hayward Collaborative on Youth
- Tyrell Street Clean-up
- Community Healing Network

Community Concerns

Through a review of other outreach done in these communities, surveys, individual and group meetings with community representatives, and attendance at community meetings and events, key issues raised are as follows:

According to community members, AC Transit provides a valuable service. Residents would like to see better frequencies and longer service hours.

- **Transit is unable to effectively meet all community transportation needs.** With limited resources, a vast geographic region (where people need to travel to and from), and a multitude of trip purposes ranging from afternoon local school trips in the project area to swing-shift regional commutes, the general public transit network — AC Transit and BART — are not designed to meet special needs. Limited frequencies require careful trip planning and can mean leaving the house an hour earlier than would be necessary if traveling by private car. Jobs starting at early morning hours or classes ending late in the evening are difficult for persons without other transportation alternatives. Unsafe boarding locations (from crime and cars) or long walks to access AC Transit buses make the service inconvenient for certain types of trips and for many of the people who rely on it. According to the community, making public transportation work will mean making it more accessible and flexible. It will also mean finding other modes when public transit cannot best meet the demand.
- **Paratransit is perceived as unreliable and is only available to a limited population (those served by the ADA mandate).** According to paratransit users, restrictions and service issues compromise the reliability and perceived flexibility that paratransit can provide to eligible riders. (Supplementing paratransit services with other programs, as well as educating consumers and agency representatives about realistic expectations of paratransit is a possible consideration as part of this community-based plan.)
- **Transportation is costly.** Although it is expensive to drive a car, it can also be expensive to use public transit. Automobile expenses include insurance, maintenance, gasoline, and registration, as well as the cost of the car itself. For an individual or family living on a very limited income, any one of these expenses can make travel prohibitive. Often families with lower incomes have older cars with more maintenance problems. This can increase the cost of operating the car or even simply keeping the car in compliance with air quality standards.
- **Information about transit and transportation programs is limited or not accessible.** With transit routes changing periodically, schedules being adjusted, and information readily available in only two or three of the fifty languages spoken in the study area, many people do not have the

information they need to ride public transit. Some new immigrants are unaccustomed to the limited frequencies, transfer policies, or bus stops. Persons eligible for paratransit know neither of its availability nor its restrictions.

- **Many areas lack sidewalks, bicycle lanes, crosswalks and other pedestrian amenities.** Many sidewalks are difficult to use or simply do not exist and therefore people feel unsafe walking in the neighborhood, riding their bicycle or crossing the street. Many people are not only unable to walk, but also unable to access transit services because buses do not stop where there are no sidewalks due to their inability to provide ADA access in these locations. Thus, current sidewalk limitations represent a significantly weak link in the overall transportation network.
- **People feel "unsafe" walking or using public transportation.** In addition to limited sidewalks, and pedestrian amenities, some areas feel unsafe to residents for any number of reasons. Not only do people feel unsafe waiting for a bus at a poorly lit street corner or under a vandalized bus shelter, but speeding traffic, dark underpasses and busy intersections — as well as knowledge of local gangs — create an uncertain atmosphere for some transit users and pedestrians.

Cherryland Elementary School is a short walk for many of its students. However, the lack of sidewalks in the area means many students and their parents walk in the street to get to school.

According to **Ashland** residents, some of the biggest issues are limited service on the weekends and problems associated with transferring and making connections between buses (and BART and buses). In addition, Ashland residents described personal safety concerns — fear of being attacked or robbed — while waiting for or onboard transit and the need for more frequent AC Transit service in their community.

For **Cherryland**, one of the critical concerns is a "lack of sidewalks." This is a transportation issue for pedestrians, as well as a transit issue because limited sidewalks are a barrier to accessing AC Transit, whose buses cannot safely stop along some of the streets in the area due to ADA requirements. Survey outreach efforts in Cherryland also found that critical transit-related concerns include problems with transferring/connections between buses and that bus service is "not available near where people live," an issue also related to the sidewalk concern. Other critical issues identified by community members include the need for more frequent service, the need for longer hours and more days of service, better on-time performance, and more polite customer service by AC Transit drivers.

Community members in **South Hayward** said that there are not enough AC Transit routes and those that exist are too infrequent on both weekends and weekdays. Several community representatives noted that transit services do not spatially serve all of South Hayward's concentrations of young people and lowest income residents for job, school, and shopping-related trips. Other critical AC transit issues identified in South Hayward include the limited service hours operated by AC Transit on some routes, that buses do not operate on-time, and that bus shelters are not located throughout the area.

Evaluation of Solutions

More than 30 different solutions were identified by community members, so it was necessary to refine these alternatives. Several criteria were used to evaluate the many solutions. The following evaluation criteria were developed and refined in collaboration with community representatives (including city and county staff, transit agency staff, and community-based organizations representatives):

At public open houses in South Hayward and Ashland, residents, agency staff and community representatives reviewed the proposed solutions and talked with planners.

Community Support and Participation Criteria

1. Has community support and advocacy.
2. Addresses priority local needs.
3. Incorporates the needs of diverse communities in terms of geography, language and culture.

Funding and Cost Criteria

4. Is efficient, based on cost per beneficiary.
5. Is a low-cost or no-cost solution.
6. Has the potential to attract existing funding sources.
7. Funding is identified through an existing plan.
8. Funding for operating and maintenance costs is identified for the short- and long-term. Alternately, "flexible" funding is available until the project is proven cost effective.

Transportation Service Criteria

9. Has effective and measurable impact.
10. Addresses community-wide needs.
11. Reduces travel time to major destinations (major employment, commercial, and transit centers).
12. Outcome (service and information) is easy to use and understand.
13. Provides a benefit to residents targeted in this plan (with the greatest mobility challenges).

Implementation Criteria

14. Has a short time to implementation.

15. Roles and responsibilities are clear and realistic. A lead agency can be clearly identified.
16. Can be modified as community needs change.

For each of these criteria, a scale of High (H), Medium (M) and Low (L) was used and applied to each of the nearly 30 solutions. The project team used this system to narrow the list down to ten key solutions.

Community-Based Solutions

The result of the evaluation process was a series of solutions for further consideration by community members, agency representatives and project staff. These solutions are briefly described below. Possible funding sources are described in the CBTP and are summarized in the next section. Figure ES-1, at the beginning of the Executive Summary, provides a summary of each solution.

Many organizations must work closely to implement the community-recommended solutions in this Plan.

A significant number of tasks are required to implement the recommended solutions. These tasks would need to be refined by staff at the lead agency, and additional steps may be necessary depending on the funding source or how the various lead agencies choose to implement the recommendations in this report. The length of time it may take to fully implement the recommendations for each solution may vary depending on capital acquisitions, staffing, participation from local jurisdictions, and funding.

1. Adjustments to AC Transit Service

Cost:	Operating Costs: Depends on service and hours; $75-91/bus hour of fixed route service; $75/hour dial-a-ride[2] Capital Costs: $250,000 per new bus that must be acquired by AC Transit to provide the service (should be able to implement service changes without acquiring new buses)[3]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit
Funding:	Potential funding sources include Low Income Flexible Transportation (LIFT)

AC Transit recently analyzed the needs of these communities in order to provide better service and the results were included in the Central Alameda County Plan. Due to budget constraints, only a fraction of the plan's contents are being implemented and some service cuts were made in 2002. While the community had not felt the full impact of these service reductions at the time these solutions were identified, three key areas of improvement were identified by community members. These include the need for more frequent bus service; extended bus service hours to cover early mornings and evenings (both weekdays and weekends); and demand-response service for the general public.

While this solution is highly ranked in most evaluation categories, because it serves many community and targeted residents, it fares poorly with regard to funding and cost criteria. These are high-cost solutions and funding cannot be readily identified in existing plans.

2. Shelters

Cost:	Operating Costs: Up to several thousand dollars per year (depending on vandalism)[4] Capital Costs: Free per high-traffic location[5]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit

A woman waits at an AC Transit shelter near St. Rose Hospital in South Hayward. Residents say they would like to see more bus shelters along major roads and neighborhood streets.

[2] Robin Little, Manager Special Projects, AC Transit
[3] Robin Little, Manager Special Projects, AC Transit
[4] Bob Preston, Traffic, PWA, Alameda County
[5] Robin Little, Manager Special Projects, AC Transit

Funding:	AC Transit's contract with an advertising agency covers installation and operating (maintenance) costs for shelters along major streets. On residential streets, potential funding sources include Transportation for Livable Communities (TLC), Community Development Block Grant [CDBG] funds, Waste Management and private funding.

Adding bus shelters is both relatively inexpensive and popular with the community as a very tangible improvement in the quality of the public transit experience. The cost is low, and the program can be incrementally reduced or expanded depending on resources. The program is already in place, so there are few institutional barriers to implementation beyond extending the existing agreement. Although the solution does not necessarily improve mobility in the community, it improves the experience of using transit service which can encourage use of transit.

Through a joint powers agency (JPA) with AC Transit as the lead agency, the City of Hayward and Alameda County are part of an aggressive and successful bus shelter plan and respond to citizen requests to install shelters when they can be accommodated in accordance with ADA standards. These shelters are provided to the Joint Powers Authority (JPA) members at no charge in most instances and the contractor is responsible for their maintenance. Consequently, requests for bus shelters should be directed to the appropriate staffs in the City of Hayward and Alameda County.

3. Transportation information on a Local Television Station

Cost:	Operating Costs: $0 to $6,000, depending on need for production and translation of available information, updates, etc. Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Hayward, San Leandro, and San Lorenzo AT&T Community Access, Channel 3
Funding:	Potential funding sources include Transportation Fund for Clean Air (TFCA), CDBG, private foundations, and local cable television stations

The local access television station has offered to make and show television programs as a community service about available transit service. Because limited information about transit services is one of

the critical community concerns, this solution would provide a no-cost mechanism for presenting very basic information to the public (such as how to board the bus, get to key destinations, and read bus schedules and maps, for example). While community members did not express a significant level of interest in this effort, it addresses one of their key concerns and the ease of implementation and potential benefits (inexpensive, easily accessible public information in multiple languages) suggest this solution would be an appropriate part of a community-based transportation strategy.

4. Transportation Information Center in the Community

Cost:	Operating Costs: $60,000 per year per neighborhood Capital Costs: $3,000 - $10,000 for basic start-up equipment
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Hayward Area Recreation and Park District, Ashland Community Center, a private business or mall South Hayward – Eden Youth and Family Center, Eden I &R, St. Rose Hospital, another community-based organization or business
Funding:	Potential funding sources include TFCA, CDBG, East Bay Community Foundation, and private foundations

This solution would be a drop-in information center and telephone number to dial for local information (transit schedules, eligibility, etc.) for public transit and other services. It assumes an automated system backed up by live multilingual staff to answer individual questions. Part of the transportation information center's role could also be to establish a "bus buddy" program and to coordinate local group trips.

5. More Comprehensive Information about AC Transit at Bus Stops and on Buses

In South Hayward, bus trips can lack even the most basic facilities.

Cost:	Operating Costs: would depend on the number and type of information materials. Some operating costs may be covered under shelter advertising and maintenance contact. Capital Costs: To provide information in new shelters (does not include cost of shelter) or stand-alone sign boards: $90-400 each (because hardware would need to be installed); existing shelters: $10-12 each for printed materials[6]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit
Funding:	Potential funding from private foundations

According to community members and representatives, providing additional transit information at stops and on buses would facilitate the public's use of the bus system. Depending on how it is carried out, it could be a relatively inexpensive solution, although a higher level of investment would result in greater quality and comprehensiveness that is more likely to meet the community's expectations. This is also linked to the next solution, Multilingual Translation of Transit Schedules, Signs, and Other Information.

6. Multilingual Translation of Transit Schedules, Signs, and Other Information

Cost:	Operating Costs: Translation costs and services will range from $25.00 for a small job to $8,500 for a complex translation. Signs: $75 - $250 per sign, depending on format Printed materials: Varies from minimal costs for photocopies ($200) to high volume printing ($10,000+) Other: $0 - $2,500, depending on materials[7]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – AC Transit, Eden Information and Referral (I & R), Alameda County, a local nonprofit organization, BART South Hayward – AC Transit, Eden I & R, City of Hayward, a local nonprofit organization, BART

[6] Aaron Privin, Public Information Systems Coordinator, AC Transit
[7] Nelson\Nygaard Associates; Excel Translations, San Francisco; Casa Hispana, San Francisco

Funding:	Potential funding sources include CDBG funds, private foundations, transit agencies, and local in-kind contributions of translation services

Almost half of residents in all three neighborhoods speak a language other than English at home.[8] With the diversity of languages spoken in all three of these study communities (and throughout central Alameda County), providing information in multiple languages will be critical to keeping transit riders informed and encouraging people to use transit. This solution could be relatively inexpensive to implement with a high level of organized community participation and has a high level of community support.

7. Sidewalks

Cost:	Operating Costs: Some maintenance costs Capital Costs: $500,000 per block[9]
Communities:	Cherryland
Lead Agency:	Alameda County Public Works Agency and Redevelopment Agency
Funding:	Potential funding sources include Measure B funds, private foundations, Safe Routes to Schools, TLC, and Alameda County PWA

Much of Cherryland lacks basic sidewalk facilities. Pedestrians including children, seniors, and people with disabilities are forced to share the roadway with automobile traffic. This solution would build on existing efforts spearheaded by the Alameda County Redevelopment Agency, United Seniors of Oakland and Alameda County, AC Transit, the Cherryland Community Association, and the office of Supervisor Nate Miley.

8. Better Lighting

Cost:	Operating Costs: $42/year per unit (electric charge only); $95 - $120/year electricity and maintenance Capital Costs: $12,000 for a new light pole; $2,000 - $3,000 if light can use an existing pole and wiring[10]

Pedestrians walk along on E. 14th/Mission Street during the day. At night, some residents are concerned about walking around their community due to poor lighting.

[8] 2000 Census data for Ashland and Cherryland
[9] Art Carerra, Road Program Manager, Alameda County Public Works Agency
[10] Roxy Carmichael Hart, City of Hayward; David Lee, Alameda County Public Works Agency Street Light Program

Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County Public Works Agency South Hayward – City of Hayward
Funding:	Potential funding sources include Transportation for Livable Communities funds, Safe Routes to School, CDBG, Measure B, City of Hayward and Alameda County Taxes, and Transportation Enhancement Activities. Some street lighting services are funded by service charges paid by benefiting property owners.

Residents of these communities stated that they are sometimes afraid to travel on foot or by bus at night because they fear they might become a victim of crime. Improved lighting enhances the feeling of personal safety on the streets and according to community members, would encourage more people to feel comfortable walking at night. This solution is a medium-cost solution that can be implemented within a relatively short time, and it enjoys very high support in all three of the study communities.

9. Improve Bicycle Access

Children ride bicycles to after-school programs at the Ashland Community Center. Improved bicycle facilities are among the preferred transportation solutions.

Cost:	**Bicycle Parking:** Operating Costs: $0 - $50/year per unit for maintenance; Capital Costs: $200 - $450 per bike rack unit; $3000 per 8-10 unit bike lockers[11] **Bicycle Lanes:** Operating Costs: Some maintenance costs included as part of street maintenance costs; Capital Costs: $30,000 per roadway mile for striping and signage[12] **Bicycle Purchase Assistance:** Operating Costs: program cost depends on available funds - $20,000/year for administration as part of an existing program; Capital Costs: $200/bicycle, lock, and helmet
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County Public Works Agency or Redevelopment Agency; a nonprofit organization South Hayward – City of Hayward; a nonprofit organization
Funding:	Potential funding sources include Transportation for Livable Communities, Bicycle Transportation Account, Transportation Fund for Clean Air, Safe Routes to School, Measure B Bicycle and Pedestrian Countywide Discretionary Fund, City of

[11] Nelson\Nygaard Associates
[12] Peter Tannen, City of San Francisco Bicycle Planner; Jim Gilford, Asst. Deputy Director, Alameda County Redevelopment Agency

	Hayward/Alameda County/Taxes, Transportation Enhancement Activities funding, Waste Management Funds, private foundations (see Chapter 8), and public health funding sources.

A combination of bicycle parking, bicycle lanes and assistance in purchasing bicycles would provide a multifaceted approach to promoting the safe use of bicycles in the study area. These are a combination of low-to-high cost solutions that fared relatively well in the evaluation of solutions. Installing bicycle parking and bicycle lanes serves to market bicycling in the community. Although more costly, bicycle lockers would further enhance the propensity to use bicycles for local trips. Another barrier to using a bicycle is being able to afford one, and bicycle purchase assistance would be another strategy for making the bicycle a more viable transportation mode in the community. This solution does not have a high level of community advocacy.

10. Low-Cost Auto Loans and Carsharing

Cost:	**Expand Auto Loan Program:** Operating Costs: *Collateral:* $60,000 (revolving fund); *Annual Administration:* $20,000 to $100,000[13]; Capital Costs: none **Carsharing:** Operating Costs: $100,000 per year[14]; Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	**Auto Loan Program:** Eden Youth and Family Center or another nonprofit organization **Carsharing:** Relevant employers, City CarShare
Funding:	**Auto Loan Program:** Funding for current program is from Alameda County, City of Hayward, and the San Francisco Foundation. Other potential funding sources include LIFT, CDBG funds and private foundations **Carsharing:** Potential funding sources include local employers, Low Income Flexible Transportation Program, Transportation Fund for Clean Air, CDBG funds, and private foundations

Of the auto-focused solutions, this ranks among the highest because it is less cumbersome to implement than some of the others and it addresses a number of the transportation criteria. SEATAPP currently provides low-cost auto loans to former CalWORKS

[13] Spergon Hunt, Transportation Program Manager, SEATAPP
[14] City CarShare

recipients in Alameda County and the program could be expanded to cover non-CalWORKS recipients in certain income categories in the study area. Carsharing could be subsidized by employers or local agencies, and would be appropriate for short errands in the community. Carsharing could be modeled on or operated by City CarShare. Of the solutions recommended for further consideration, this program has one of the highest costs per beneficiary.

Funding

Transportation funds from Regional Measure 2, which authorized a $1 toll increase on Bay Area bridges, may be a potential funding opportunity for some of the solutions in this Plan.

Most of the funding for public transit is derived from state and federal funds that are distributed according to formulae based on population and ridership. For example, Local Transportation Funds (LTF), which are collected by the State under the 1971 Transportation Development Act (TDA) and redistributed back to each county in California, are the primary source of operating revenues for AC Transit. LTF is funded with ¼ of one percent of the base statewide sales tax. Unfortunately, the State's financial crisis not only makes new state funding programs for transportation projects unlikely, but also threatens existing sources.

Potential funding sources for the CBTP include the following:

- Low Income Flexible Transportation Program (LIFT)
- Transportation for Livable Communities (TLC)
- Caltrans Bicycle Transportation Account (BTA)
- Transportation Fund for Clean Air (TFCA)
- Safe Routes to School (SR2S)
- Older Americans Act (OAA)
- Community Development Block Grants (CDBG)
- Alameda County Waste Management Authority and Alameda County Source Reduction and Recycling Board
- Measure B Bicycle and Pedestrian Countywide Discretionary Fund
- California Office of Safety Grants (OTS)
- Regional Measure 2
- MTC-Transportation 2030 (T2030)

- State Environmental Justice and Community Based Transportation Planning Grants (EJ)
- Private Foundations
- City and County Funds
- Advertising Agency
- Local retailers
- Service clubs and fraternal organizations
- Employers
- Developers

Next Steps

In order to make this plan a reality, the following next steps will be followed:

- Have the plan approved by the relevant boards
- Include solutions in MTC's Regional Transportation Plan
- Work with local jurisdictions on implementation
- Secure funds for implementing these solutions
- Convene meeting of lead agencies to determine next steps for implementation

Structure of the CBTP Report

Agreeing on the ten priority solutions required a significant public outreach and evaluation process. The complete report documents the process from initiation to public involvement to the development and evaluation of preferred solutions.

The report provides an overview of background information about the communities in the study area, including demographic information and a review of relevant studies conducted in the study area; the community outreach process and results of that process; the development and evaluation of community-based transportation solutions; funding opportunities for the recommended solutions; and implementation considerations for the preferred solutions.

Chapter 1. Introduction

The Central Alameda County Community-Based Transportation Plan (CBTP) reviews transportation issues identified in the Metropolitan Transportation Commission (MTC) Lifeline Transportation Network Report from December 2001 and supplements these issues with other community-identified transportation concerns. By identifying transportation needs and preferences within the community, MTC, the Alameda County Congestion Management Agency (ACCMA), community representatives and community residents were able to work together to develop alternatives to address the problems, selecting a series of solutions that were prioritized based on the most critical local transportation issues described in the community. The original Project Scope provided by ACCMA for this study identified three areas in which the study would be carried out: unincorporated Cherryland and Ashland Areas and South Hayward.

The first part of the CBTP development process was a series of general and start-up tasks that included the review of the Lifeline Transportation Network Report; recent and ongoing studies of transportation issues in Cherryland, Ashland and South Hayward; and demographic information. It also included the development of a community outreach plan.

The community outreach effort focused on identifying problems and possible solutions. It included carrying out the many planned meetings, interviews and focus groups described in the community outreach plan. This was followed by an effort to determine the effectiveness of the strategy alternatives and the likelihood of success for the implementation of the alternatives identified through the community outreach process.

The final phase of the Central Alameda CBTP process was the development of the strategic plan identifying service options, financial requirements, implementation strategies and responsibilities.

Of essential importance to the outcome of the study was active involvement by staff from various agencies in Alameda County, the County of Alameda and the City of Hayward, political representatives who expressed an interest in building community support and leadership in the implementation of CBTP recommendations, and individuals in the communities who are familiar with transportation barriers to accessing services.

Recommended Strategies

Ten solutions are recommended as a result of the CBTP outreach and analysis process. These are described in Chapters 6 and 7. A summary of these strategies is as follows:

1. **Adjustments to AC Transit Service.** This includes more frequent bus service; extended bus service hours to cover early mornings and evenings (both weekdays and weekends); and demand-response service for the general public.
2. **Additional Bus Shelters in Service Area.** Additional bus shelters were recommended not only along major arterials, but also along some neighborhood streets served by bus routes.
3. **Transportation Information on a Local Television Station.** This solution would provide a no-cost mechanism for presenting very basic information to the public (such as how to board the bus, get to key destinations, and read bus schedules and maps).
4. **Transportation Information Center in the Community.** This provides for a drop-in information center and telephone number to dial for local information (transit schedules, eligibility, etc.) for public transit and other services.
5. **More Comprehensive Information about AC Transit at Bus Stops and on Buses.** This includes additional transit information at stops and on buses to facilitate the public's use of the bus system.
6. **Multilingual Translation of Transit Schedules, Signs, and Other Information.** Providing information in multiple languages benefits the many current and potential transit users who are speakers of other languages.
7. **Sidewalks in Cherryland.** This solution would build on existing efforts to expand the sidewalk program in Cherryland.
8. **Better Lighting.** This solution provides for improved lighting to enhance the feeling of personal safety along pedestrian corridors.
9. **Improve Bicycle Access.** This provides for a combination of bicycle parking, bicycle lanes and assistance in purchasing bicycles.
10. **Low-Cost Auto Loans and Carsharing.** This solution expands the low-cost auto loan program currently administered out of the Eden Youth and Family Center and it also introduces subsidized carsharing.

Structure of this Report

Agreeing on the ten priority solutions noted above required a significant public outreach and evaluation process. This report documents the process from initiation to public involvement to the development and evaluation of preferred solutions.

The report provides an overview of background information about the communities in the study area, including demographic information and a review of relevant studies conducted in the study area (Chapters 2 and 3); the community outreach process and results of that process (Chapters 4 and 5); the development and evaluation of community-based transportation solutions (Chapters 6 and 7); funding opportunities for the recommended solutions (Chapter 8); and implementation considerations for the preferred solutions (Chapter 9).

An extensive series of appendices provides documentation for the community outreach process. It also details the many community-identified alternatives that were not recommended as part of the final set of preferred short-term transportation solutions.

Chapter 2. Community Demographics and Existing Transit Services

The objective of this chapter is to present the context of and background for the CBTP. A discussion of demographic information for Ashland, Cherryland and South Hayward is followed by an overview of the transit services that are provided in the study area.

Community Context

Ashland, Cherryland and South Hayward are Central Alameda County communities with a mix of residential and commercial areas. All of the communities are very diverse, with residents speaking a variety of languages and identifying with a variety of cultures. Cherryland is one of the most densely populated communities in northern California, but both South Hayward and Ashland also have a mix of low- and high-density residential units. All of the communities have a variety of workplaces and retail establishments, many of which are small-scale businesses.

2002 US Census demographic information about Ashland-Cherryland and South Hayward is provided below. For purposes of presenting the data and illustrating findings, the Ashland-Cherryland area is defined as Census Tracts 4337, 4338, 4339, 4340, 4355, and 4356. This represents the area bounded by I-880, Hesperian Boulevard, 150th Avenue, the MacArthur Freeway and Foothill Boulevard, Simon Street and Sunset Boulevard, Meekland, and some small residential streets to the South of Lewelling Boulevard. South Hayward Census Tracts include 4374, 4375, 4376, 4377, 4378, 4382.01, and 4382.02, which represents the area bounded by West Harder Road, Mission Boulevard, Industrial Parkway, I-880 and Highway 92.

Study Area Overview

Population and Ethnicity

According to the 2000 US Census, the population of the Ashland-Cherryland area is 34,084 (up from 27,459 in 1990), while the population of South Hayward is 37,639 (30,705 in 1990). The most significant growth is due to increases in the minority population, including a high number of immigrants who located in the area. For example, the 10-year population growth for Asian and Pacific Islanders and for Latinos in South Hayward was greater than 70 percent. In Ashland-Cherryland, the populations of these two ethnic groups increased more than 90 percent in 10 years.

Figure 2-1 illustrates the 2000 ethnic composition based on US Census data. The data illustrates that the two sub-areas have higher concentrations of Latino and nonwhite residents than Alameda County as a whole, which is included for illustrative purposes.

Figure 2-1 Racial Composition in Study Area Compared With Alameda County

Race/Ethnicity	Ashland-Cherryland	South Hayward	Alameda County
Latino	35%	41%	19%
White	31%	23%	41%
Asian/Pacific Islander	13%	23%	20%
African American	16%	8%	15%
American Indian	< 1%	< 1%	< 1%
Mixed Race	4%	4%	4%

Non-English Language

At school PTA meetings in South Hayward, the discussion is conducted in Spanish and translated into English for those who speak it. This is one example of the influence of the community's non-native cultures and illustrates the importance of addressing the needs of residents who do not speak English. Spanish, Tagalog, Chinese and other South Asian languages predominate in the study areas. Figure 2-2 shows where non-English speakers are concentrated in and around the study area.

The largest share of non-English speakers is in the central portion of South Hayward where a high concentration of young people live. It is also an area with a low-income population and a high proportion of youth residents. The southern end of Cherryland, where there are also high concentrations of young residents, is another area with a high proportion of residents who have limited or no ability in English.

Figure 2-2 Non-English Speakers

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Age Distribution

The median age in central Alameda County is 31 years old, but median age varies widely by jurisdiction. Two age categories are particularly useful with regard to planning for transportation services because they often have unmet transportation demands (and limited access to automobiles): the population of residents under age 18, and the population of those 65 and over. Percentage of the population in each of these categories is illustrated in Figures 2-3 and 2-4.

Youth Distribution

Youth, defined as under age 18, are often identified as a key market for transit services because many are not of driving age, they do not have their own incomes, and they make trips to schools. In Ashland-Cherryland, blocks at the southern end of the study area have high youth concentrations, particularly east of Meekland. In addition, blocks at the northern end of the study area between East 14th and I-580, where there is a density of multifamily apartment buildings, have a high concentration of residents under 18. Although there are some smaller clusters of youth population around Ashland and Cherryland, most of the census blocks in the area have a population of young people representing 20 to 30 percent of the total.

In South Hayward, the population of residents under 18 is relatively high, but well distributed throughout the study area, with a large concentration in blocks directly to the north of Tennyson and the western portion of the area south of Tennyson.

Senior Distribution

Seniors in central Alameda County are scattered throughout portions of Cherryland, Ashland and South Hayward. The concentrations of seniors are located primarily at care facilities and senior communities, but some exceptions are found throughout the study area.

While seniors are evenly distributed throughout the Ashland-Cherryland area (with a slightly higher concentration in Ashland), there are some heavy concentrations of seniors at the southern end of the South Hayward study area, particularly on or nearby Industrial Boulevard. This suggests it will be critical to gather specific information on transit needs for this population and the services to which they currently have access.[1]

[1] This research is outside the scope of the Community-Based Transportation Plan.

Figure 2-3 Concentrations of Youth in Study Area

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Figure 2-4 Concentration of Seniors in Study Area

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Disability

Another critical user group for transportation services is individuals with a disability. Disability is broadly defined and these percentages may not represent the portion of residents with disabilities that limit mobility. Nevertheless, it is worthwhile to note the number of persons who identify themselves as having a disability because it suggests that there is a population that may not be able to use traditional transportation services or that may require any number of special services. Figure 2-5 illustrates disability by age category from the 2000 US Census.

Figure 2-5 Percent of Population with a Disability

Age Range	Ashland-Cherryland	South Hayward
Population 5 to 20 years	8%	8%
Population 21 to 64 years	22%	22%
Population 65 years and over	53%	45%

Transportation

Commute To Work Data

Figure 2-6 illustrates how the residents within the study area commute to work. As in all parts of the Bay Area, the automobile is the primary transportation mode, with 65-68 percent of residents driving alone to work, and another 15-18 percent carpooling. Public transportation is the commute mode for nine percent of Ashland-Cherryland residents. Thirteen percent of South Hayward residents use transit for their commute, a strong share in this community.

The average commute for study area residents was 28 minutes for South Hayward and 30 minutes for Ashland-Cherryland.

Figure 2-6 Commute To Work Data

2000 Travel Mode	Ashland-Cherryland	South Hayward
Car, truck, or van -- drove alone	68%	65%
Car, truck, or van -- carpooled	18%	15%
Public transportation (including taxicab)	9%	13%
Walked	2%	3%
Other means	2%	3%
Worked at home	1%	3%
Mean travel time to work (minutes)	29.6	27.7

Automobile Ownership

The percentage of households without an automobile varies widely within each of the study area Census tracts, but is approximately 10 percent of all households within the study area. Portions of the Ashland-Cherryland area have as few as seven percent of households without a car, while in other sections more than 15 percent of households do not have a car. Auto-ownership rates are greater in South Hayward, where only one of the census tracts finds greater than 10 percent of households without an automobile. Information on automobile ownership is shown in Figure 2-7.

Figure 2-7 Auto Ownership

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Key Travel Destinations

To understand the needs of the population targeted in this study, MTC collected data on critical destinations within the study area and mapped them. These critical travel destinations include job sites, stores accepting food stamps, daycare facilities, shopping centers, hospitals, recreation centers and schools. Figure 2-8 shows these destinations for Ashland and Cherryland, where the highest concentration of travel destinations is located north of the Bay Fair BART Station and along E. 14th Street. There are no large clusters job sites within the residential area of Ashland or anywhere in Cherryland.

Figure 2-9 presents this information for South Hayward, where key destinations are scattered mostly on the outskirts of the study area, clustered along Industrial Parkway. Some activity centers are also located along Tennyson Road, and along Mission Boulevard north of the South Hayward BART station.

Figure 2-8 Concentrations of Travel Destinations in Ashland and Cherryland

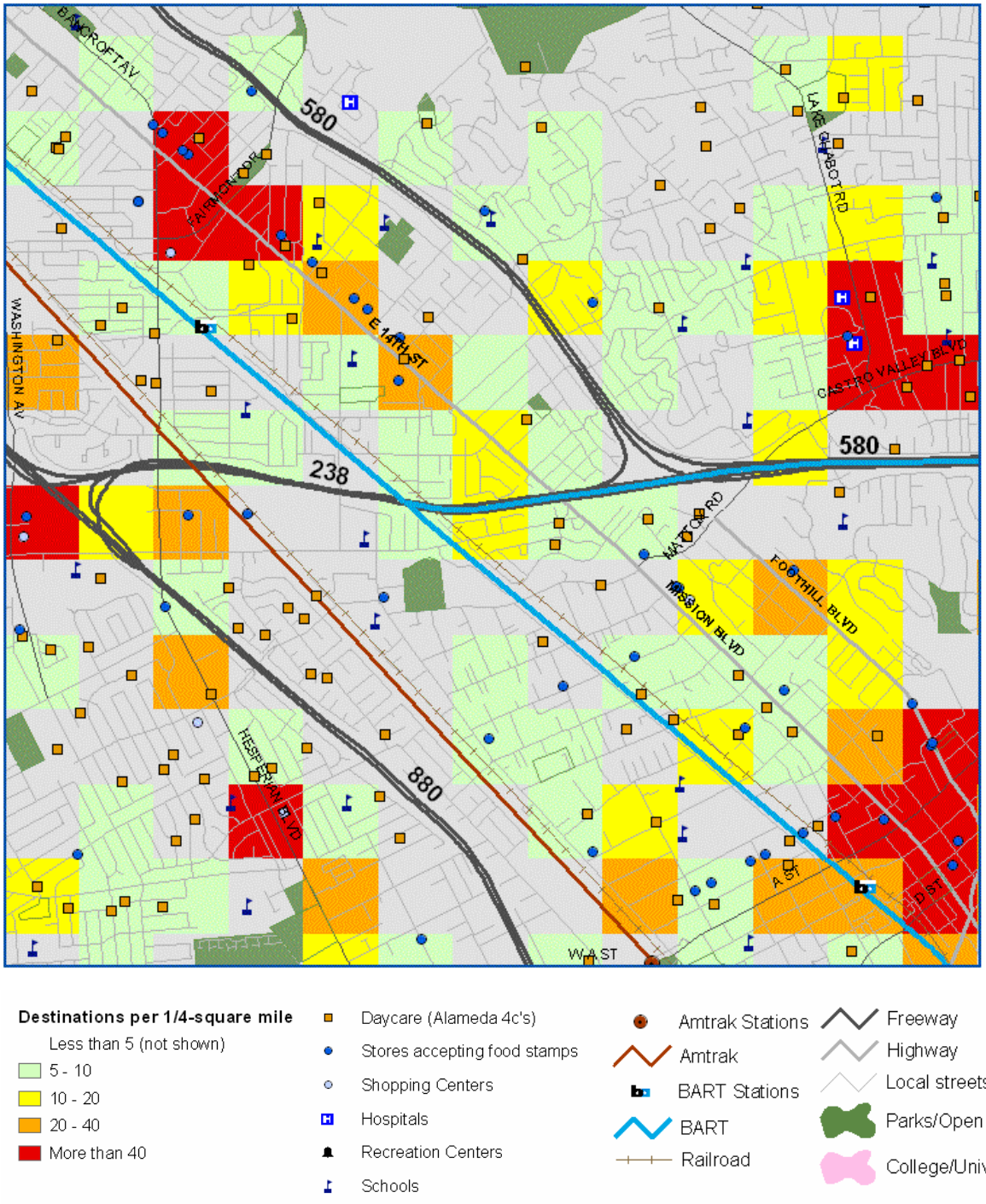
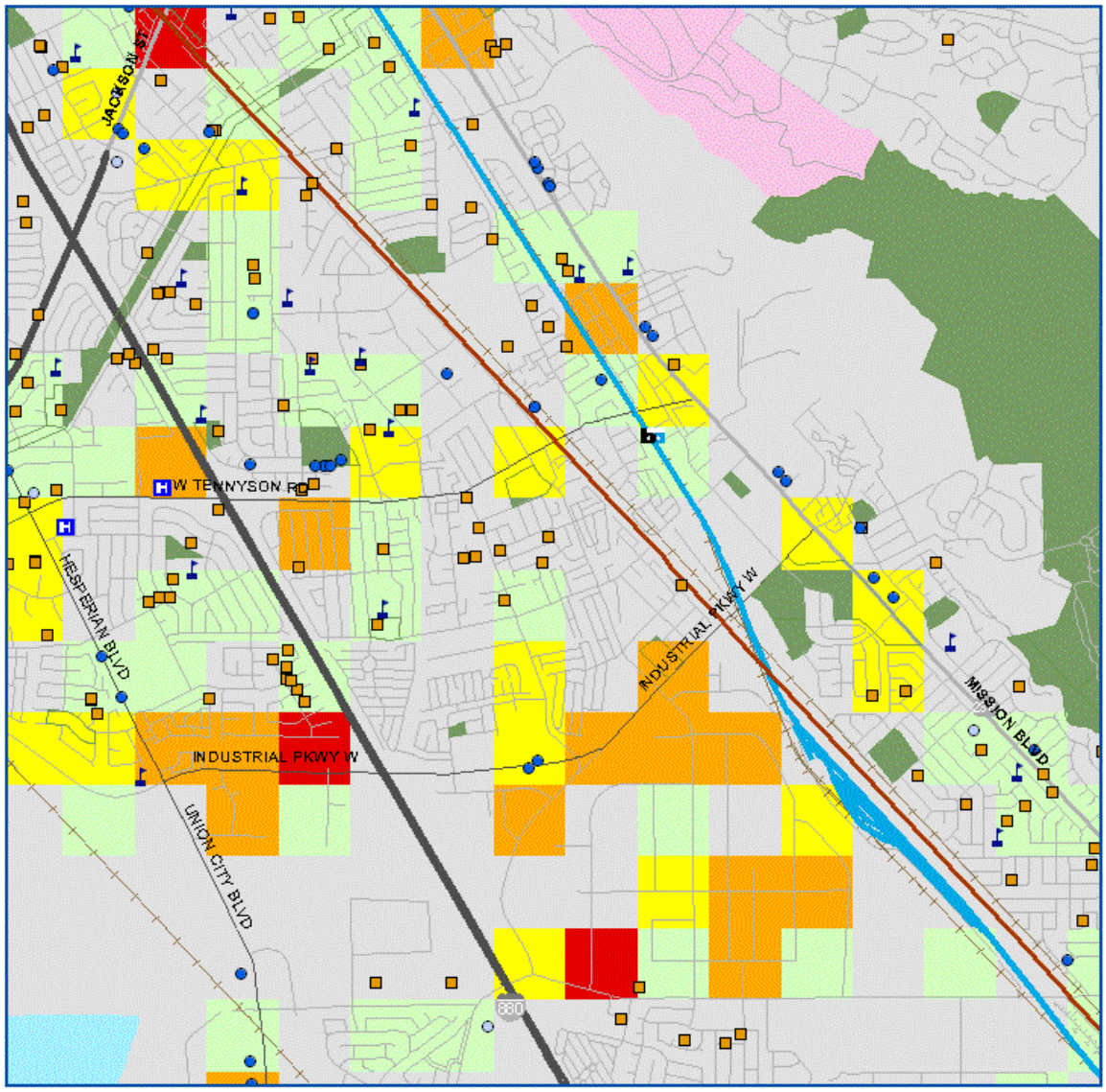


Figure 2-9 Concentrations of Travel Destinations in South Hayward



Income and Poverty

Household Income

Figures 2-10 and 2-11 show household income data. The map (Figure 2-10) illustrates the median household income by US Census block in central Alameda County, based on 2000 US Census data, while the table (Figure 2-11) shows the percent of the population within each Census-defined income range.

Median income by census tract (Figure 2-10) illustrates the even distribution of low and moderate-income residents in the study area. Two census tracts in South Hayward are apparent (4382.01 and 4377) with particularly low-income populations, as well as the one tract in Ashland (4338). These tracts are also where high concentrations of non-English speakers are found (as well as a high number of families with children).

For all of Alameda County, the 1999 median household income is $55,946. The median household income in Ashland-Cherryland is substantially lower ($40,811) than the countywide median. South Hayward's median household income is also lower, but only by a small amount. The largest group of households in South Hayward is in the $50,000 to $74,999 range (23 percent) while in Ashland-Cherryland, the largest group is in the $35,000 to $49,999 range (22 percent). Based on our interviews with community representatives and analysis of activity centers, there is a greater concentration of social services and special programs for residents of South Hayward although the data suggests there may be greater need in portions of Ashland-Cherryland, which are unincorporated and are thus not served by some of the city-based programs that serve South Hayward.

Figure 2-10 Median Income

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Figure 2-11 Household Income Data

1999 Household Income Range	Ashland-Cherryland	South Hayward
Less than $10,000	8.64%	5.91%
$10,000 to $14,999	5.73%	4.52%
$15,000 to $24,999	11.29%	10.05%
$25,000 to $34,999	14.98%	13.58%
$35,000 to $49,999	21.71%	14.90%
$50,000 to $74,999	19.90%	22.88%
$75,000 to $99,999	10.25%	12.99%
$100,000 to $149,999	5.57%	10.91%
$150,000 to $199,999	1.02%	2.62%
$200,000 or more	0.91%	1.63%
Median household income (dollars)	$40,826	$53,171

Poverty

In addition to household income, poverty is considered since the goal of the lifeline transportation network — the focus of the Community-Based Transportation Plan — is to ensure access for persons with very low incomes. The Census Bureau uses a set of income thresholds that vary by family size and composition to determine who is low-income. If a family's total income is less than that family's threshold, then that family is considered living in poverty. For example, the poverty threshold for 2000 is $11,239 for a two-person family and $17,603 for a four-person family.[2]

Figure 2-12 illustrates concentrations of residents in the study area that are considered "poor" according to US Census definitions. This is perhaps the most illustrative resource for why the study is being conducted in the Ashland, Cherryland, and South Hayward areas. The most significant poverty concentrations are in the central portion of South Hayward, as well as the northernmost portion of Ashland and the southern tip of Cherryland. As noted previously in this review of demographic data, these areas also have high concentrations of non-English speakers and a high proportion of children under 18.

[2] The Census Bureau does not account for regional cost-of-living variation, however the State Department of Finance calculates a "lower income level" standard for Alameda County which accounts for the higher cost of living in the San Francisco Bay Area. Under this calculation, the poverty threshold for 2000 is $13,430 for a two-person family and $22,750 for a four-person family. Thus, an even higher number of individuals would be considered part of this "poor" category based on these standards.

Figure 2-12 Poverty Levels

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Existing Transportation Network

AC Transit

Figure 2-13 illustrates AC Transit routes that serve the Ashland-Cherryland area and South Hayward. The AC Transit Central Alameda County Plan is discussed in the next section of this working paper, providing an overview of recent and planned changes for the system.

Fares on AC Transit are $1.50 for the general public, and $.75 for seniors, youth and persons with disabilities. Transfers are $.25 between buses and $1.25 ($.55 for youth, seniors and disabled) between BART and AC Transit. 31-day passes are available to the general public for $60. Discounted monthly passes are available for youth and seniors/disabled at $15 and $20, respectively.

City of Hayward Paratransit

The City of Hayward's Measure B Paratransit Program provides non-ADA (Americans with Disabilities Act) door-to-door transportation services designed to supplement and complement the East Bay Paratransit's ADA Paratransit Service. The program provides service to residents of Hayward or adjacent unincorporated areas of Alameda County, over 18 years of age with a medical condition that prevents use of other public/private transportation services.

The service is designed to complement East Bay Paratransit and is used as a backup to East Bay Paratransit only. While medical trips are given priority; other same-day trips are provided as space allows. Vouchers are used to subsidize individual trips and group trips are provided on a limited basis as resources allow. Passengers can use the service to be transported to locations in the San Francisco Bay Area, although local trips (throughout Alameda County) are given priority.

The service operates from 5:00 AM to 10:00 PM, seven days per week, although advanced reservations must be made during regular business hours (Monday through Friday from 9:00 AM to 5:00 PM). Program participants are issued a limited number of vouchers by the City of Hayward at no cost as proof of registration in the program. Fares for both sedan and lift-equipped van services are $2.00 plus one voucher per registrants for every 10-mile increment, up to 3 vouchers for 30 miles.

East Bay Paratransit

The East Bay Paratransit Consortium provides mandated ADA service for persons with disabilities who are ADA-certified, and are thus unable to use fixed route transit services provided by AC Transit and BART. In order to use the service, applicants must submit a Regional ADA Paratransit Application.

Figure 2-13 AC Transit Routes

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East Bay Paratransit service is available to certified users whose trip origin and destination are within three-fourths mile of an operating AC Transit bus route or BART station. The service hours are the same as individual AC Transit bus routes or BART stations, meaning there is the potential for 24-hour service in some areas. The service area encompasses cities in west Alameda and Contra Costa Counties, trips between San Francisco and the East Bay, as well as any inter-county travel coordinated with other ADA systems. East Bay Paratransit serves all portions of the Cherryland, Ashland and South Hayward areas.

Fares for the service are based on the distance of the trip taken. For travel under eight miles, the fare is $2.25. For trips eight to 24 miles the fare is $4.50; and trips over 24 miles are $6.75.

BART

Only one BART station is located in the study area, although BART is an important element of the local and regional transit system. The South Hayward BART Station is a key transit hub for local AC Transit routes serving South Hayward. Many bus routes serving or adjacent to Hayward and Ashland pulse out of the Hayward or Bayfair BART Stations.

- BART fares range from $1.15 for a trip between Hayward and South Hayward, to $2.45 to downtown Oakland and $3.70 to downtown San Francisco. Passes are available for sale at BART stations. Seniors, youth and persons with disabilities are eligible for significantly discounted fares by purchasing special value tickets at a reduced rate, often sold at community centers, schools and senior recreation facilities.

Conclusion

For the CBTP, the existing data highlights the need to address short-term transportation demands while planning for population and demographic shifts over the long-term. These short-term solutions are the focus of this plan.

Chapter 3. Relevant Studies and Reports

The Lifeline Transportation Report aims to identify transit services that serve a critical need for low-income individuals and families in the nine-county Bay Area, including the project area, and evaluate if those needs are adequately met. This report serves as the basis for this CBTP, which is a follow-up plan to address transportation issues in the communities where transportation gaps were identified.

This chapter presents an overview of the Metropolitan Transportation Commission's (MTC) Lifeline Transportation Network Report completed in 2001, as well as findings from other reports and studies that are relevant to the CBTP.

Lifeline Transportation Network Report: 2001 Regional Transportation Plan for the San Francisco Bay Area

The Lifeline Transportation Report aims to identify transit services that serve a critical need for low-income individuals and families in the nine-county Bay Area, including the project area, and evaluate if those needs are adequately met. Routes were identified using the following criteria:

- The service provides a direct connection to:
  - Neighborhoods with a high concentration of CalWorks households, and/or
  - Areas with a high concentration of essential destinations,
- And/or are:
  - Core trunkline service as identified by the transit operator, and/or
  - A regional link.

The document identifies key transit gaps in serving these critical needs.

To conduct the analysis, the location of CalWORKs households was used because 1990 Census data was too old and 2000 Census data was not yet available at the time of the study. CalWORKs household locations were assigned to ¼-mile grid cells that covered the region. A "high concentration of CalWORKs households" was defined as 10 per ¼-mile area. The analysis looks at how these households accessed "essential destinations." Essential destinations are defined as locations with employers that offer entry-level positions (requiring minimal or no training), medical facilities, homeless shelters, career and job training centers, daycare centers and homes, schools, colleges, and community colleges,

civic destinations (libraries, town halls, courts, post offices, etc.), public housing (elderly, disabled, family), and establishments that accept food stamps. Transit routes and transportation services were reviewed, and a route's service area was considered to be within a 5-minute walk, or ¼ mile.

Using this methodology, the document identifies key transit gaps in serving critical transit needs. According to the Study, a gap can be either of the following:

- Spatial (the bus does not go where people need to travel) or
- Temporal (the bus does not go when people need to travel).

The Lifeline Report found:

- Nearly half (43%) of all transit routes in the Bay Area (operated by the 19 transit operators in the study) meet the criteria to be a "Lifeline" route. Of these routes, 83% were selected for the study because they serve neighborhoods with high concentrations of CalWORKs participants, including South Hayward, Cherryland and Ashland.
- Few spatial gaps exist in the region, suggesting transit operators provide good coverage to low-income communities. Cherryland was one of the few low-income communities identified with a spatial gap to target with follow-up activities related to the Lifeline Report. The Cherryland gap is generally between Meekland Ave., Western Blvd., Willow and Medford Streets. It has many CalWORKs households and several pockets that are further than ¼ mile from a bus route. No temporal gaps were identified in Ashland, Cherryland or South Hayward.
- Stakeholders interviewed as part of the Lifeline study emphasized the importance of preserving existing transit service. However, filling the gaps is also a high priority. While operators are making a strong effort to meet critical needs, physical infrastructure problems such as narrow roads or poor street access sometimes limits the provision of bus service.
- All routes serving Cherryland, Ashland and South Hayward meet the frequency standards.
- Transit routes in urban areas meet most of the service objectives.
- On Saturdays, only 25% of service meets service objectives, and Sundays 29%.
- Twenty-two of the routes in the region (9%) offer late night service, all in the urban core.

Regarding potential solutions, the report acknowledges that additional fixed-route service is often neither cost-effective nor practical. Other potential solutions that may be more appropriate include a guaranteed ride home program, auto loan programs, community shuttles, dial-a-ride systems, or expanded use of taxi vouchers.

Part of the emphasis of this CBTP is to confirm these gaps and see if there are other gaps that may not have been identified based on the MTC criteria for that study and further develop, based on local priorities, some of these possible alternatives to address these gaps.

Other Relevant Studies

In addition to the Lifeline Transportation Report, community resources, area plans and studies that cover the study area provide a useful foundation for the CBTP. The purpose of this review is to understand the impact of these community resources, area plans and studies on recent, current, and future transportation planning. A secondary purpose is to understand what has already been accomplished in Central Alameda County. Documents reviewed include the following:

- Various departmental marketing materials (City of Hayward and South-Hayward CBOs),
- Local Specific Plans,
- Local transportation studies,
- Countywide Plans, and
- Other Resources, such as informational brochures, community surveys, and community meeting notes.

Key documents relevant to the CBTP are discussed below. These documents were referenced, as appropriate, throughout the development of the CBTP.

Departmental Marketing Materials

- **South Hayward Neighborhood Collaborative** provides general information about the South Hayward Neighborhood Collaborative which acted as a CBO for this project.

- **Hayward Facts, Fiction, Faults and Firsts, City of Hayward,** is a marketing brochure produced by the City Economic Development department to encourage businesses to locate in Hayward. It includes information on what businesses are currently located in Hayward, basic statistics about Hayward, and the assistance the City provides to businesses locating in Hayward through the planning process.

- **City of Hayward Community Guide** is a marketing brochure intended for citizens. It includes an overview of the City's basic demographics, history, city operations, resident participation opportunities, community services, places to see and a generalized city map.

Local Specific Plans

- **Eden Area General Plan, Draft Existing Conditions Report, County of Alameda, March 17, 2003** includes a section on the area's transportation system. It begins with a review of existing system plans, a description of streets and intersections including its character and facilities (sidewalks, bike lanes, and level of service (LOS), and a detailed evaluation of the public transit, bicycle, and pedestrian system.

  Key findings and issues identified in the plan that may be relevant to this CBTP include the following:

  - Freeways, railroad lines, and the San Lorenzo Creek create barriers to travel that cause an increase in traffic volume, a reduction in pedestrian accessibility, and a high level of "cut through" traffic as motorists seek to avoid the barriers and seek alternatives to traffic congestion.
  - "Cut through" traffic is a major concern, indicating a possible role for traffic calming.
  - Speeding is a problem.
  - Most of the area is well served by AC Transit, BART and Amtrak's Capital Corridor.
  - The Countywide Bicycle Plan should be implemented; bicycle access needs improvement.
  - The neighborhood has a serious need for pedestrian improvements.
  - Street width standards should be re-evaluated because they are too wide. In order to redesign streets to meet the standard, a significant right of way is required which limits sidewalks and bicycle lanes.

- **Ashland and Cherryland Business Districts Specific Plan, June 1, 1995, Alameda County Planning Department**

  The purpose of this specific plan is to revitalize commercial development in the area and conserve and restore the quality of the adjacent residential neighborhoods. Projects included in this plan involve new community facilities and programs such as façade and sign improvement programs and later planned street landscaping and public places to improve the appearance of the area to encourage private sector reinvestment.

  Goal III of the plan is to improve transit and transit-orientation on E. 14th Street/Mission Blvd. including developing high-density nodes to increase transit patronage and improve pedestrian and bicycle amenities and connectivity to adjacent neighborhoods. Two programs are listed in support of the goal:

- Program 3.2.1.1 TA: Transit Access establishes a minimum level of transit-oriented development as a condition for planning approval near transit stops or stations.
- Program 3.2.1.2 TC: Transit Corridor requires a more intensively developed Transit Access area that benefits from having frontage along high access transit corridors. This program impacts the E. 14th/Mission corridor, and includes a strong component of pedestrian-orientation.

The Specific Plan includes requirements for street trees, sidewalks, streetlights and furniture to improve pedestrian orientation of the business corridors of the area. Policies include sidewalk improvements, pedestrian safety at schools, and looking for mechanisms to discourage "cut through" traffic in neighborhoods and re-direct this traffic to arterials such as Lewelling and E. 14th/Mission Blvd.

Policies related to bicycle transportation primarily refer to the Countywide Bicycle Plan. Pedestrian facilities policies include a minimum sidewalk width (10'), public access easement and direct pedestrian connection to the Bayfair BART station.

Local Transportation Studies

- **Central Alameda County Transit Study, AC Transit, June 2002**

  This study, initiated by AC Transit in 2000, evaluates the effectiveness of the transit system in and around the study area. AC Transit defines Central Alameda County as the cities of Hayward and San Leandro and adjacent unincorporated communities of Ashland, Cherryland, Castro Valley, Fairview, and San Lorenzo. They identified this area for analysis in response to significant changes in population and development over the last 10 years, making existing bus service to the area no longer adequate. The study used the following basic guidelines:

  - Focus on high-frequency trunk lines along corridors with connecting feeder service
  - Establish frequency standards (10-15 minutes on trunk-line service, 15-30 minutes crosstown service, no density/off-peak standards)
  - Connect major origins and destinations such as BART stations, shopping centers, and bus transfer points

  The Central Alameda County Transit Study includes a number of new and modified lines throughout the neighborhood and leaves only a few lines unchanged. The new and modified routes in the Ashland/Cherryland and South Hayward neighborhoods include the following:

  - **Line 81 San Leandro BART - Castro Valley BART -** Connects the industrial areas of San Leandro with the San Leandro and Castro Valley BART stations, serving the entire length of Lewelling Blvd. from Wicks Blvd. to Mission Blvd.

Key Destinations: San Leandro Library, San Leandro BART, San Leandro Community Center, Castro Valley BART.

- **Line 84 San Leandro BART - Hayward BART -** Links the San Leandro and Bayfair BART stations via Castro Valley to the Hayward BART station. Key Destinations: San Leandro BART, Washington Manor, Bayfair Shopping Center, Bayfair BART, Castro Valley BART, Hayward Civic Center, Hayward BA RT.
- **Line 90 Bayfair BART-South Hayward BART -** Connects Ashland industrial areas with BART, replacing portions of existing lines 90, 92, and 93 parallel to Hesperian Blvd. and on Industrial Parkway. Key Destinations: Bayfair BART, Southland Shopping Center, St. Rose Hospital, South Hayward BART, Landing Shopping Center.
- **Line 93 Juvenile Court Complex-Hayward BART -** Incorporates existing Line 97 service between the Alameda County Juvenile Court Complex and Bayfair BART and existing Line 93 service between Bayfair BART and western San Lorenzo. Extends to a new southern terminal at Hayward BART.
- **Planned Line 96 --** Starts at Hayward BART and operate via Winton and cover existing lines 90 and 77 in residential and industrial areas of Central and South Hayward. Key Destinations: Hayward BART, Hayward Court Facilities, Schaffer Park, Union Landing Shopping Center.
- **Lines 99/301 Hayward BART** - Fremont BART: Line extended to Fremont BART (from current terminal at Union City BART). Line 301 post-midnight "owl" service absorbed into the expanded Line 99 schedule. Key Destinations: Hayward BART, South Hayward BART, Union City BART, Fremont BART
- **Line 87 (unchanged) Castro Valley**, via Redwood Rd., Castro Valley Blvd., Lake Chabot Rd., Seven Hills Rd., Madison Ave., Center St. Key Destinations: Castro Valley BART, Castro Valley Shopping Center, Laurel and Eden Hospital.
- **Line 210 South Hayward BART-Ohlone College -** Connects neighborhoods in Hayward, Union City, and Fremont via Tennyson Rd., Huntwood Ave, Whipple Rd., Dyer St., Alvarado Blvd., Fremont Blvd., and Washington Blvd. Key Destinations: South Hayward BART, Union Landing Shopping Center, Brookvale Shopping Center, Centerville Train Depot, Ohlone College.

These changes attempt to fill critical gaps that have been identified in the transit network of Central Alameda County. However, due to funding constraints, this plan must be implemented in phases. AC Transit is working to maintain existing service levels, but expects to reduce some service frequencies due to funding shortfalls.

- **Lewelling Blvd Traffic Engineering Study, Alameda County Public Works Agency, to be completed in 2003**

Beginning in 2002, Alameda County Public Works Agency undertook several steps towards evaluating how to redesign Lewelling and E. Lewelling Blvd. These included a level of services evaluation, collision analysis, rail crossing analysis, community outreach, and travel demand forecast model. The primary findings of the study were that travel demand called for a widened, four-lane roadway, while community members sought to preserve their properties with a narrower design. Project team members looked for alternatives to meet everyone's needs, but none conformed to the area's Specific Plan, which called for wider roads, bicycle lanes and wider sidewalks. Study recommendations will still undergo the Environmental Impact Report process before construction begins, possibly as soon as 2008.

Countywide Plans

- **Road Section Capital Improvement Plan 7 Year Report 2002-2009, Alameda County Public Works Agency** provides detailed information on all bridge and roadway projects within the unincorporated areas of Alameda County scheduled within the seven years between 2002 and 2009. It is updated and revised as projects change, and these projects are still subject to environmental and Board of Supervisors' review prior to being implemented. A number of improvements are allocated generally for unincorporated parts of the county; these include road rehabilitation, bicycle and pedestrian ramps and shoulder improvements, and sidewalk and gutter repair/replacements. The Countywide Bicycle Plan update is listed. A number of roadways in the study are specifically identified for improvements in the report. In addition, the Ashland Bayfair BART project involves improved pedestrian and transit connections between the BART station, bus stops, Bayfair Mall and adjacent commercial and residential neighborhoods.

- **Alameda County Redevelopment Agency, Cherryland Sidewalks, Priority Matrix, January 8, 2003**

  This list displays the ranking of sidewalk improvements in the Cherryland neighborhood. The highest-ranking sidewalks are on Meekland Ave., Hampton Rd., and Sunset Blvd.

- **Alameda Countywide Bicycle Plan, Volume 1, Alameda County, July 2001** includes an evaluation of and recommended improvements to bicycle facilities throughout Alameda County. A large portion of the study area is "high priority" in ranking of bicycle improvements due to its proximity to transit and the potential for multimodal travel. Recommended bicycle corridors in the Cherryland-Ashland study area include Lewelling Blvd., Sylvia/Grand, Santa Clara St., San Leandro Blvd., Hesperian Blvd, and E. 14th/Mission Blvd. In South Hayward, recommended corridors include Whitman, Calaroga, Huntwood and Portions of Hesperian. Bicycle parking facilities at BART stations near the study area appear to be sufficient for demand. In addition, AC Transit provides bicycle racks for better multimodal transportation.

Other Reports and Findings

A large number of meetings take place in the study communities where transportation issues are discussed and ideas are generated. The South Hayward Collaborative Management Meeting, where the consultant presented an introduction to the Central Alameda County CBTP on August 21, 2003 is a forum for the discussion of transportation and other social service issues. The Cherryland Community Association, SAFE Ashland, and the Ashland Community Association keep notes of their meetings and distribute newsletters to community residents.

In South Hayward, "Community Voice" meetings provide an opportunity to discuss community members' transportation concerns. Meetings on February 20, 2003 and May 22, 2003 focused on transportation-related issues in the area. Some of the issues raised in the meeting notes include the following:

- Bring small and medium sized businesses into the area so that students can get jobs in the neighborhood.
- People need to drive to get to Kinko's and Home Depot (the only hardware store in the neighborhood).
- The area needs a health clinic in the area to reduce travel times especially low-cost for poor families (with no car).
- Bus transit to BART requires six or seven block walk from most locations in the area – this is too much.
- Are bus passes available for low-income families? If yes, info should be distributed more widely.
- Research indicated that activities (esp. for children) are all around the area, but none are located in South Hayward.
- The price of parking at BART is an issue. People also expressed concern about the increased price of AC Transit.

Chapter 4. Community Outreach Approach and Highlights

The purpose of the Central Alameda County CBTP is to confirm gaps in transportation for low-income communities in South Hayward, Cherryland, and Ashland, and identify solutions to meet these gaps. The process of developing solutions relies on community members; community involvement was the most critical elements of this plan. This chapter describes the community outreach approach that was implemented as part of this effort. The results of the outreach effort are summarized in the next chapter, Chapter 5.

The Community Outreach Plan

Transportation is an issue that affects nearly everyone on a day-to-day basis. The place where we live is rarely the same location where we work, go to school, shop, seek community services, or enjoy recreational activities. For people with access to a working automobile or for individuals who live along a transit route that connects the many places they travel, the current transportation system works for them if they can afford it. They need not give too much thought to how they make their day-to-day trips between activities. For people with limited resources (low income, no car or only one car for many family members, etc.), transportation is a factor that not only limits what they can accomplish, but also how they can participate in their own community.

The outreach process was successful because so many people were asked to focus on how transportation affects them, their clients, students, employees, etc. Involving Cherryland residents, South Hayward employees, Ashland social services and a host of other community members and representatives of neighborhoods and agencies, the process empowered the community to think critically about these issues and share their ideas. These ideas provide a solid base from which strategies were developed, evaluated and recommended.

This Community Outreach Plan allowed for different formats for input, as well as outreach to residents of Cherryland-Ashland and South Hayward, political leaders, social service organizations, special interest groups and other agencies and organizations. Hence, this CBTP reflects the values and interests of central Alameda County's residents in the target communities.

Objectives

Six objectives were developed for community involvement as part of the CBTP. To evaluate the effectiveness of the community involvement effort, these objectives were reviewed regularly during the CBTP process and again at the end of the study. The objectives are based on those identified by MTC for the Bay Area Community-Based Transportation Planning Process; items identified by ACCMA in the RFP; and other priorities based on

issues identified by the local community-based organizations that participated in the CBTP process. Each objective is listed below, along with supportive statements for measuring the effectiveness of the CBTP process in addressing the objective. The objectives are as follows:

Objective 1. Integrate a variety of community interests focusing on local residents' priorities, and also including public agencies, transit providers, ACCMA and MTC.

- All key agencies are aware of project and are contacted.
- Participants include representatives from all major agencies and organizations in the community.
- Community needs and alternatives reflect diverse community representative participation, and thus include issues related to transit, pedestrian access, travel needs, automobile access, public information about transportation and a mix of other transportation concerns.

Objective 2. Conduct a community-based prioritization of transportation needs and potential solutions that may include both traditional transit solutions and nontraditional transportation program options.

- No single mode is identified as the "solution" to addressing community concerns and priorities.
- The emphasis in developing a solution is to look at low cost and "out of the box" options

Objective 3. Afford community representatives the opportunity to share points of view on local and regional growth, transportation programs and policies, and very specific community transportation problems.

- Community representatives provide detailed, candid answers.
- Community representatives express interest and participate in follow-up Community Representative Group meetings.
- Community representatives take ownership of process by participating in the community representative group and supporting project recommendations.

Objective 4. Prioritize key issues and build consensus.

- List of issues is made manageable so comprehensible alternatives are developed and presented to the community for evaluation.
- The community agrees on "priorities" for the CBTP recommendations.
- Participants agree upon evaluation criteria.

Objective 5. Educate the community on the complex decisions required to develop solutions within the study area.

- The process not only provides information and solicits feedback, but also clarifies the tradeoffs involved in using resources for one solution versus another.
- Community meetings are forums for educating residents.
- Individuals have an opportunity to share experiences and talk about how changes to the transportation network would improve their own travel.
- In presentations, use a global view about why the community should get involved and care about this project.

Objective 6. Establish partnerships with individuals and CBOs for providing community education, public information and implementation tools for CBTP recommendations.

- Experience of local organizations in the target communities is tapped to address the concerns of the community.
- Persons or organizations are identified and agree to serve as a "champion" of alternatives upon completion of the CBTP.
- Community-based organizations commit to "implementation support" for the alternatives.

To address these objectives, the CBTP followed a three-tiered approach to optimize public participation and community input in the planning process. The approach was as follows:

- **Listen to the community.** Gather useful information by talking with community members and representatives in interviews and at meetings and through surveys. The goal was to get all of the issues "on the table" early in the study process. This way, we were able to gain an understanding of what types of concerns might arise as we moved during the study process.
- **Integrate information.** Work with local organizations to share recommendations as the study progressed. Provide interagency coordination by bringing community representatives together.
- **Share information.** Provide informative, comprehensive information to the public. Showcase the public involvement process in a newsletter, local media, etc.

The result of this approach is a comprehensive public involvement plan. The key elements of this strategy are identified in the following section, the Action Plan for Public Involvement.

Action Plan for Public Participation

Seven strategies were developed and followed throughout the community involvement effort. These strategies are as follows:

- **Strategy 1** - Obtain Input/Comments through Community representative Interviews
- **Strategy 2** - Identify and Attend Scheduled Meetings and Events for Community, Planning, and Social Service Groups
- **Strategy 3** - Conduct Focus Group Sessions for Detailed Review of Issues and Alternatives with Consumers
- **Strategy 4** - Distribute and collect Survey/Feedback Forms
- **Strategy 5** - Facilitate Community Representative Group
- **Strategy 6** - Conduct Public Open House Meetings
- **Strategy 7** - Provide Ongoing Public Information

Figure 4-1 illustrates how these strategies work together to comprise a comprehensive community involvement effort by addressing the study's community outreach objectives.

Figure 4-1 Outreach Objectives and Strategies

	Strategy 1 Community Interviews	**Strategy 2** Scheduled Community Meetings	**Strategy 3** Focus Groups	**Strategy 4** Survey/ Feedback Forms	**Strategy 5** Community Represent. Group	**Strategy 6** Open House Meetings	**Strategy 7** Ongoing Public Information
Objective 1. Integrate a variety of community interests focusing on local residents' priorities, and also including public agencies, transit providers, ACCMA and MTC.	X	X	X	X	X	X	X
Objective 2. Conduct a community-based prioritization of transportation needs and potential solutions that may include both traditional transit solutions and nontraditional transportation program options.			X		X	X	
Objective 3. Afford community decision-makers the opportunity to share points of view on local and regional growth, transportation programs and policies, and very specific community transportation problems.	X				X		
Objective 4. Prioritize key issues and build consensus.		X	X	X	X	X	
Objective 5. Educate the community on the complex decisions required to develop solutions within the study area.	X	X	X		X	X	X
Objective 6. Establish partnerships with individuals and CBOs for providing community education, public information and implementation tools for CBTP recommendations.	X	X			X		X

The figure highlights the value of all of the strategies in combination. The following sections describe these strategies.

Strategy 1. Obtain Input/Comments through Community Representative Interviews

Ultimately, to better inform the public and solicit useful feedback as part of the planning process, it is necessary to obtain input from *individuals within the community* (as opposed to just their representatives). However, to initiate the community outreach process, we conducted interviews and focus groups with transportation operators and community representatives. Community representatives were identified by staff at ACCMA as well as by members of the consulting team. The list of community representatives includes local organizations, social service agencies, schools, job training programs, transportation providers, childcare centers, business leaders, transit agency representatives, city and county representatives, and others with a stake in the outcome of this effort. The list of

organizations, community groups and agencies that participated in the interview process is included in **Appendix A**.

Community Representative Interview Questionnaire

An Interview Guide was developed, with input from ACCMA, in order to ensure that the time in meetings was spent most productively. The purpose of the interviews was to understand the community representatives' perceptions of community transportation needs, specific transportation concerns, ideas for solutions, their role in the implementation effort, and potential challenges to implementing recommendations. Community representatives were asked to identify persons and organizations that should be included in the CBTP effort to add to our contacts. Although a limited number of interviews were conducted by telephone, most were in face-to-face meetings. A copy of the Community Representative Interview Guide is included in **Appendix B**.

Strategy 2. Identify Scheduled Meetings and Events for Key Community, Planning, and Social Service Groups

To educate the community about the CBTP and solicit participation from community members, we "piggybacked" on many of the meetings and events already held in the community. The consulting team prepared a calendar of meetings, which afforded the scheduling of presentations to update community members about the CBTP. We updated this calendar periodically throughout the course of the study.

Community meetings were an opportunity to speak with multiple interested parties and facilitate a dialogue on the issue of transportation. Typically they were sessions with large groups of residents and agency or community representatives to discuss transportation concerns and ideas for solutions. In some cases these meetings were with local residents, seniors, or homeless families; in other cases they were with groups of social service coordinators, health care providers, youth or community leaders. When there was enough time allotted to the study team, the consultant explained the project and promoted a dialogue among participants similar to a focus group on how people travel, where they need to go, problems with transit and strategies that might address area transportation problems.

Presentations were made at over 16 Community Meetings (seven in South Hayward, five in Ashland, and four in Cherryland). Meetings were attended by the consulting team.[1] For each presentation, a speaker's agenda and handouts were provided. For Spanish-speaking groups, a Spanish-speaking representative was available. In all meetings, notes were recorded and summarized. Survey forms were distributed for meeting attendees to take and fill out, and team members collected them and summarized responses. These notes and comments played a critical role in the definition of problems and solutions. A sample presentation format is included in **Appendix C.**

[1] Staff from Nelson\Nygaard and the CBO representing the study area. A few small meetings were attended by either a Nelson\Nygaard or CBO representative.

Strategy 3. Focus Group Sessions for Detailed Review of Issues and Alternatives with Consumers

Focus groups with transit users and potential users (local residents) were conducted in each of the study areas. The purpose of these meetings was for transit users to come together to discuss issues of importance to them that they might otherwise not have an opportunity to talk about. The focus groups provided an opportunity for the "average consumer" to talk openly as part of a group, expressing detailed concerns about specific problems with public transit and access to transportation. Focus group participants were clients of social service organizations.

Each focus group was facilitated by at least two members of the CBTP team using a focus group facilitation guide (See **Appendix D**).

Consulting team members scheduled, recruited for, and facilitated the focus groups. Outcomes of the focus groups and interviews are presented in Chapter 5.

Strategy 4. Survey/Feedback Forms

Having a direct conversation with community members about their transportation concerns is ideal but not always possible. At some of the community meetings and special events, not enough time was available for significant discussion. At those meetings and events, an overview of the project was given and surveys were distributed.

Surveys provide a "snap-shot" of resident needs and perceptions, particularly residents who may be difficult to reach in other ways. These include residents who are unable to attend community meetings or events. The survey information provides useful input to inform the decision-making process.

Project team members distributed surveys in a variety of ways:

- Attending community events to discuss transportation issues with residents and to distribute surveys.
- Gathering input at community meetings with limited time on the agenda.
- Having community centers distribute, mail and collect surveys from their attendees.

Survey forms were available in English and Spanish. The forms provided an opportunity for the community to submit written feedback for consideration in the enumeration of community problems/concerns and the development of transportation alternatives. The one-page survey form included questions about AC Transit services, access to transportation services (BART, bus, automobile, bicycle and pedestrian), locations where transportation services are limited, and potential solutions.

Although a broad range of community members was surveyed, the total number of surveys (200) is not large enough to be statistically valid. Many more surveys were distributed and collected in Cherryland — where there were few opportunities to conduct in-depth

discussions with community members at community meetings — than in Ashland, where many more face-to-face community meetings were conducted. Likewise, in South Hayward, where community meetings were a very successful mechanism for soliciting public input, few surveys were distributed and collected. Nevertheless, the survey provides a significant amount of supportive information about transportation needs from a cross-section of the community, particularly from people who are unable to attend scheduled meetings and open houses. A sample of the survey feedback form for South Hayward is included in **Appendix E.**

Strategy 5. Community Representative Group

The purpose of the Community Representative Group was to gather input and obtain support from participants before conducting the evaluation process for the proposed community-based solutions. During the community representative interviews, we asked people whether they would be interested in convening again as part of the community representative group (see **Appendix B**, Question 8) to review issues, service alternatives and recommendations. These individuals comprised our community representative group.

At the Community Representative Group, we reviewed the findings from community representative interviews and community meetings, and based on issues identified, we developed evaluation criteria for the proposed solutions.

Strategy 6. Conduct Public Open House Meetings

It is critical to community support to return to the people who will be the users of potential new transportation services. They want to know what happened to their ideas – how they were evaluated, why some of them may have been ruled out, what the costs are, how they might be involved in making sure that the proposed solutions move forward. In this way, they can move from merely contributors to the process at the outset to participants who understand and help determine the end results.

Two public open house meetings were conducted: one in the Cherryland/Ashland area and one in South Hayward. The open house meetings were designed to serve several purposes:

- To present proposed community-based solutions for closing transportation gaps.
- To show the communities how their work was incorporated into the study, and provide the opportunity for additional comments or reactions.
- To serve as a critical component of the evaluation process.
- To manage the expectations of community members ("there are no guaranteed or immediate results").

In preparation for the public open houses, the consulting team summarized key study findings and issues. The information was prepared in a comprehensive, easy-to-understand format. The informal format of the meetings allowed individuals to assess their own areas of

interest and to speak one-on-one with other community members, project facilitators and representatives of local agencies.

Although the open houses provided an opportunity for the public and media to learn more about study issues and alternatives, they also provided a forum for soliciting comments as part of the evaluation process and an opportunity for questions and answers. Meetings were publicized in letters to community representatives, a newsletter, public notices, and through press releases.

Strategy 7. Ongoing Public Information

In addition to the strategies discussed above, other tasks were identified to inform the community about the study.

Informational Press Releases

The consulting team prepared a press release to announce the community open houses. The information was also provided to community representatives to share information with local newspapers and community newsletters, as well as ACCMA, MTC, BART, and AC Transit. The information was also mailed to media representatives.

Project Newsletter

In conjunction with the community Open House, a project newsletter was prepared. ACCMA mailed the newsletter to persons on the project mailing list and also distributed it to community representatives via the Internet. The one-page single color newsletter highlighted study findings and announced the public open houses and the role of the public in the review and decision-making process.

* * *

The various meetings and activities described above allowed for a successful involvement process. Figure 4-2 provides a summary of the outreach meetings (excluding the individual community representative interviews).

Figure 4-2 Summary of Community Meetings, Activities and Events (Excluding Community Representative Interviews)

Neighborhood	Meeting/Event/Effort	Date
All	FESCO: The Family Shelter	9/15/2003
All	Community Representatives Meeting	11/18/2003
Ashland	Ashland Community Center Member mailings	9/2003
Ashland	SAFE Ashland Steering Committee	9/25/2003
Ashland	Ashland Community Center ESL and other classes	10/2003
Ashland	Ashland Senior Tuesday	10/14/2003
Ashland	Hispanos de Ashland; Ashland Health Collaborative	11/3/2003
Ashland and Cherryland	Community Open House	2/23/2004
Cherryland	Clean-up Day (Supervisor Miley)	9/20/2003
Cherryland	Cherryland Barbeque	9/21/2003
Cherryland	Banyan House I	9/22/2003
Cherryland	Sunset Adult School surveys and meetings	10/2003
Cherryland	Cherryland Elementary School PTA	10/9/2003
Cherryland	Cherryland CAC	10/14/2003
Cherryland	Banyan House II	10/20/2003
South Hayward	South Hayward Collaborative	8/21/2003
South Hayward	St. Rose Health Fair	9/2003
South Hayward	South Hayward Neighborhood Collaborative Coordinators Meeting	9/9/2003
South Hayward	South Hayward Community Outreach Partnership Center	9/11/2003
South Hayward	Hijos del Sol Youth Leadership	10/8/2003
South Hayward	Hayward Collaborative on Youth	10/16/2003
South Hayward	Tyrell Street Clean-up	10/25/2003
South Hayward	Community Healing Network	11/4/2003
South Hayward	Community Open House	2/24/2004

Key Issues and Highlights

The public involvement process uncovered a vast array of transportation issues and potential strategies to address them. The key issues raised are as follows:

- **Transit is unable to effectively meet all community transportation needs.** In Ashland, Cherryland and South Hayward, transit service is a critical component of the local lifeline transportation network. Nevertheless, with limited resources, a vast geographic region, and a multitude of trip purposes ranging from afternoon local school trips in the project area to swing-shift regional commutes, the public transit network — AC Transit and BART — are not designed to meet all community needs. Limited frequencies require careful trip planning and can mean leaving the house an hour earlier than would be necessary if traveling by private car. Jobs starting at early morning hours or classes ending late in the evening are difficult or impossible for persons without other transportation alternatives. Unsafe boarding locations or long walks to access AC Transit buses make the service inconvenient for certain types of trips and for many of the people who rely on it.

  Some of the individuals who participated in the community outreach process expressed concern about coming up with community-based transportation solutions, suggesting that AC Transit and existing providers deserve any and all of the potential resources that might be available for transportation. According to the community, however, making public transportation work will mean making it more accessible, flexible, and finding other modes when public transit cannot best meet the demand.

- **Paratransit is perceived as unreliable and only available to a limited population (those served by the ADA mandate).** Individuals who are familiar with East Bay Paratransit describe the problems that customers report: drivers who are not courteous and do not provide assistance, vehicles that arrive too early or late, difficulty scheduling trips, a limited service area, etc. In South Hayward, which is also served by the City of Hayward's own paratransit program, riders are limited to 10 vouchers per month. Only seniors and persons with disabilities are eligible to use paratransit services at all, although some community representatives suggested making it available to children and single parents.

  According to paratransit users, restrictions and service issues compromise the reliability and perceived flexibility that paratransit can provide to eligible riders. Supplementing paratransit services with other programs, as well as educating consumers and agency representatives about realistic expectations of paratransit is a possible consideration as part of this community-based plan.

- **Transportation is costly.** Although it is expensive to drive a car, it can also be expensive to use public transit. Automobile expenses include insurance, maintenance, gasoline, and registration, as well as the cost of the car itself. For an individual or family living on a very limited income, any one of these expenses can make travel prohibitive (owning a car of paying transit fare). Often families with lower incomes have older cars with more maintenance problems. This can increase

the cost of operating the car or even simply keeping the car in compliance with air quality standards.

Community representatives observed that, for a CalWORKS participant who lives in Ashland, Cherryland, or South Hayward and has a minimum wage job in San Francisco, round trip travel by AC Transit and BART can absorb nearly one-quarter of the daily wage. Even local travel around South Hayward on AC Transit, for example, can be costly on a fixed income, with riders paying $1.50 per person for each one-way trip. Based on community input, strategies for reducing the cost of transportation will likely be an important component of an effective community-based plan.

- **Information about transit and transportation programs is limited or not accessible.** Many Bay Area transit providers pride themselves on the quality and availability of information about public transportation in the region. From the region-wide 5-1-1 telephone system to transit information web sites, some of the study area's residents and employees are familiar with transit information resources. However, with transit routes changing periodically, schedules being adjusted, and information readily available in only two or three of the fifty languages spoken in the study area, many people do not have the information they need to ride public transit. Some new immigrants are unaccustomed to the limited frequencies, transfer policies, or bus stops. Persons eligible for paratransit know neither of its availability nor its restrictions. Comprehensive and accessible information will be a necessary component of a transportation plan for the community.
- **Many areas lack sidewalks, bicycle lanes, crosswalks and other pedestrian amenities.** Pedestrian circulation is an issue raised by a number of community representatives. Many sidewalks are difficult to use or simply do not exist and therefore people feel unsafe walking in the neighborhood, riding their bicycle or crossing the street. Cherryland and Ashland (unincorporated Alameda County) lack some of the elements necessary for safe pedestrian circulation and convenient walking access in the community. The result is that many people are not only unable to walk, but also unable to access transit services because buses do not stop where there are no sidewalks due to their inability to provide ADA access in these locations. Thus, current sidewalk limitations represent a significantly weak link in the overall transportation network.
- **People feel "unsafe" walking or using public transportation.** In addition to limited sidewalks, and pedestrian amenities, some areas feel unsafe for any number of reasons. Not only do people feel unsafe waiting for a bus at a poorly lit street corner or under a vandalized bus shelter, but speeding traffic, dark underpasses and busy intersections — as well as knowledge of local gangs — create an uncertain atmosphere for some transit users and pedestrians. Using BART late at night or getting off an AC Transit bus in the evening can be very uncomfortable when these safety concerns are considered.

- **The design of the community affects the way people travel and where they go.** Supermarkets are not centrally located. Medical services are far away and not near transit routes for Cherryland and Ashland residents. Walking from the South Hayward BART Station to homes and businesses nearby means walking along busy streets without dense development. In some areas, residents live far from the services they use, and in others, where very high density suggests transit service would be successful, the lack of sidewalks does not allow for the bus to stop. New retail and housing developments are not necessarily built with transit in mind even though the built environment impacts the transportation choices people make. Although the Community-Based Transportation Plan's role is not to develop land-use and redevelopment policies for Central Alameda County, the goals and strategies identified in the process can inform planners and developers so they can better address community transportation priorities as new projects are proposed and constructed.
- Based on the public input process and the issues identified in the series of meetings and interviews conducted for this plan, numerous solutions have the potential for success in the community. Community members and agency representatives identified dozens of options, ranging from potentially costly solutions to simple programs that could be implemented easily and inexpensively. A more complete review and analysis of these and other preliminary solutions is presented in subsequent chapters. Among the programs most often suggested are the following:

  Improve Transit Service - Many people would be satisfied with improvements to the services provided by AC Transit. According to community members, better frequencies (15 or 30 minutes versus 30 or 60 minutes, respectively), a longer service span beyond 8:00 or 10:00 PM on some routes, clean and safe bus stops, courteous drivers, lower fares and better transit information are needed. Some community members also recommended East Bay Paratransit improvements.

  Sidewalk and Pedestrian Improvements - In portions of the study area, particularly Cherryland, sidewalk and pedestrian improvements were identified as some of the most critical needs. Although the Redevelopment Agency is addressing these issues along some streets, funding has not yet been identified for other desired improvements. According to community representatives, safe crossings, landscaping, traffic calming, and wide sidewalks would significantly enhance not only pedestrian movement in the community, but would also provide safe access to and waiting areas for transit services. Sidewalks would make it possible for transit to serve some unserved areas.

  Improved Information - Options suggested include transit information at the bus stops, a local transportation information center, cable television information about transit, more accessible telephone information, a better program of bus signs and shelters for AC Transit, transit education programs in the schools, and brochures in multiple languages.

Transit Cost Savings - Subsidizing transit passes for single parents, students, senior citizens and persons with very limited incomes would be one strategy for making travel affordable. Low-income riders are seriously limited by transit costs. Seamless no-cost or reduced-cost transfers between AC Transit and BART would also improve mobility options. Replacing programs that were eliminated such as BART Plus would be an option.

Bicycle Solutions - Some community members noted that if better bicycle facilities, bicycle parking and safe bike lanes could be found in the area, bicycles would be an inexpensive and effective way to travel in the community. It was noted by an agency representative who works with immigrants, that many new residents are accustomed to using bicycles for their travel needs, but that the physical environment (e.g., few bicycle lanes, narrow roads, services and residences located throughout a large area) does not foster the use of bicycles.

Shuttles - The community likes the idea of a shuttle because the expectation is that a shuttle provides somewhat personalized local service that is clean, friendly and safe. A shuttle is visualized as a smaller vehicle that can "go more places" than a large AC Transit bus. Establishing shuttles could involve churches and social service agencies using existing vans and buses, or working with employers or private industry to establish special shuttle routes.

Automobile Solutions - Subsidizing automobile repairs and car rentals, as well as car sharing are possible solutions for people who cannot rely on transit for the types of trips they take. In addition, a driver reimbursement program, whereby volunteer drivers would be reimbursed for taking people to their destination, was suggested for some types of trips.

TDM (Transportation Demand Management)-Supportive Programs - Introducing or promoting a "Guaranteed Ride Home Program," a subsidized taxi program, or community-organized vanpools would increase the transportation options in Central Alameda County.

Chapter 5 provides a comprehensive review of the issues raised by community members in the activities described in this chapter. Several appendices are included to present to the specific comments and concerns raised by community members and agency representatives, as well as survey respondents.

Chapter 5. Community Input

Public Input Topics

The following sections present a discussion of issues discussed and identified through the various public input strategies noted in the previous chapter. This information was collected through community surveys, stakeholder interviews, community meetings, and focus groups. Information is presented under four separate headings:

I. Information about the Communities

II. Community Concerns

III. Potential Solutions

IV. Outcomes of the Plan

I. Information about the Communities

Although Chapter 1 provides an overview of demographic information and issues identified in other reports and studies that assessed transportation needs and availability, one focus of the public outreach process was to better understand how people make use of the available transportation network and where and when they want to travel.

How Do People Travel?

In all three of the study communities, both community members and agency representatives report that they and their clients primarily drive, walk, and ride BART and AC Transit.

The community surveys provide more detail. Because surveys were completed by community residents (and not agency staff) — in many cases, residents who were unable to attend public meetings — they highlight the importance of public transit in the community and indicate a large group of people who walk to their destination. According to the survey responses for Ashland and Cherryland, the most common travel mode is driving. South Hayward is the exception in the survey, where many from the small group of survey respondents said they ride the bus, which is also the most second most common answer in Ashland. In Cherryland, the second most common answer is walk, which is significant because one of the key concerns is that the area has very few sidewalks. Figure 5-1 displays this data.

Figure 5-1 How Do You Travel? (From Community Surveys)

	Ashland	Cherryland	South Hayward
Drive	35%	51%	27%
Walk	19%	28%	20%
Ride the bus	24%	14%	47%
Catch a ride/carpool	6%	3%	7%
Bike	5%	3%	
Taxi	2%		
BART	8%	2%	
Total Reponses	*62*	*181*	*30*

Seniors and people with disabilities were identified as having special transportation needs, often relying on special services such as paratransit or social service programs geared toward addressing their concerns. Meeting attendees stressed that there are a very high concentration of boarding and care facilities in the study area. In addition, many long-time residents have aged and are now still living within the area.

Where Do People Go?

Community groups described where people need to travel but have "difficulty accessing." Their answers were consistent and universal: work, medical care, shopping and schools.

According to community members, all three of the study neighborhoods lack some basic necessities such as healthcare facilities and grocery stores. The many families in the area have a hard time getting to appointments and health care. Some mentioned that transportation to church is also an issue. Community members pointed out that some of the issues are problems because of the location of the services. For example, even though St. Rose Medical Center is in South Hayward, many South Hayward residents need to travel to Kaiser Permanente Hospital for medical care.

Appendix F provides a list of individual comments from the community meetings for travel needs. From the list of community representative comments, four types of activity centers were identified as difficult to access:

- **Medical Care -** Access to Kaiser Hospital is time-consuming and requires multiple bus transfers. This was identified as an issue for residents of all three communities.
- **Jobs -** Getting to worksites is difficult for many residents because people work far from their homes or at hours that are not conducive to transit use.
- **Schools and Daycare Centers -** Schools and daycare centers should be easier to access or relocated closer to employment centers or residential concentrations.
- **Shopping -** Although many community members said shopping is not hard to access, some of the more desirable stores are hard to reach. Of the three study communities, Ashland, home to Bayfair Mall, has the best shopping access.

Although not statistically valid, the survey responses help to clarify the most challenging places to access, according to the community:

- **Ashland -** In Ashland, people have more difficulty getting their children to school or day care and the hospital. Although some community representatives said supermarkets were difficult to get to, survey respondents said supermarkets are the easiest for people to access.
- **Cherryland -** In nearby Cherryland, the most difficult services to access are the hospital, jobs, and health clinics. Again, the supermarket — although it came up in community representative interviews and community meetings — was noted as relatively easy to access.
- **South Hayward -** Although only a small sample of surveys were collected in South Hayward, respondents said jobs and schools/day are the most difficult to access, which is very similar to what was described in community meetings and in interviews. Parks and recreation, hospitals, and health clinics were the easiest to access, because some medical facilities are located in South Hayward.

  According to community representatives, there is a "disconnect" in some instances between community facilities and the needs of the South Hayward community. Some facilities in other parts of Hayward are where South Hayward residents go for services. For example, the County building on Amador contains the Unemployment Department, CalWORKS program, childcare and a health clinic. Yet, the County charges for parking for clients of these services making access to these service difficult especially for large families who must drive from transit-inaccessible neighborhoods.

Tables illustrating these survey results are included in **Appendix G**. The survey also asked respondents to list specific locations that they think should have better public transportation access. The details on these locations are also listed in this appendix.

What are the Transit Markets for Lifeline Services?

Community representatives talked about the target populations for the Community-Based Transportation Plan. The following are the markets that were identified for Ashland, Cherryland, and South Hayward:

- **Single Parents with Children -** Many community representatives talked about single mothers – and some mentioned fathers -- with several young children. A couple of community representatives also noted the importance of providing services for undocumented immigrants in this category.
- **Individuals and Families with Low Incomes -** Community representatives described this group as encompassing both unemployed community members and the "working poor." This lifeline service market includes homeless families with children, families with few resources (e.g., no car), immigrants and CalWORKS recipients.

- **Senior Citizens -** A few community representatives said the most critical market for lifeline transportation services is senior citizens, including disabled seniors. Some community representatives talked about the need to address seniors who are no longer able to drive, as well as grandparent caregivers.
- **Youth -** The youth market includes young children in elementary school, as well as high school students. Youth with special needs were also mentioned, including those residing in community group homes.
- **Persons with Disabilities -** Mobility barriers for persons with mental and physical disabilities result in limited access to transportation.

II. Community Concerns

Through surveys, community meetings and interviews with community and agency representatives, a series of key transportation concerns were identified. The key issues identified throughout the study area are as follows:

- **Bus travel is inconvenient** due to difficult transfers and limited frequencies, service span and coverage. Some routes operate every 30 minutes and residents would like to see 15-minute service. Some transit services are not available after 10:00 PM on weekdays, and end service even earlier on weekends.
- **Information about transportation services is often hard to find** or not available in accessible formats and languages. The availability of information should be improved and transportation resources should be provided in multiple languages.
- **The high cost of transit fares and owning and operating a car** make it expensive to travel locally and throughout the Bay Area for people on a fixed income. With increases in the cost of living, families cannot afford bus fares.
- **Pedestrian and traffic safety** improvements are needed, according to the community. These include traffic calming, a better infrastructure (especially for persons with disabilities who have a very hard time getting around), sidewalks and an overall safer walking and transit environment for getting to and from the bus.
- **Other Concerns** include bicycles and cars that play a part in the local transportation network. Bikes can be effective for people traveling short distances. Amenities such as bicycle lanes and bicycle parking can encourage bike riding. Creative strategies should look at low cost auto loans or other ways to make automobile use more affordable.

Specific community concerns are described in the following sections.

Specific comments from community representatives about each of these area-wide transportation issues are presented in **Appendix H**.

Public Transit Concerns

A series of concerns about public transit service were identified throughout the public outreach process.

AC Transit Issues

Transit is seen as an integral component of the transportation network in Central Alameda County. Key concerns include the cost of transit service, as well as a number of service shortcomings.

More than any other mode, community members identify transit as the way people without access to a car must travel. Comments by transit service are listed by type in **Appendix H**. Several themes emerged as the most frequently mentioned in surveys and community representative meetings. According to the community, AC Transit:

- Is **costly** to use. The price of transit is too high for the working poor.
- Has some **unfriendly drivers**.
- Provides **limited information** about its services. Residents in all three communities said public information on transit is inadequate. Clear signage in multiple languages at bus stops and elsewhere would be an important improvement.
- Has a **lack of transit amenities**. According to community members, bus stops need benches and shelters for inclement weather and seniors/people with disabilities.
- Operates during a **limited service span**. According to community members, transit services should be available 24 hours and on weekends for better service to the transit-dependent including swing-shift workers.
- Can be a challenge to **access** because of limited sidewalks and areas that feel unsafe.
- Has a **service design** that does not necessarily meet all community needs. At community meetings in all three of the study neighborhoods, residents said they need better service coverage which would result in shorter walking distances to bus stops.
- Has a very **limited frequency**. Residents would like to see buses operating every 15 minutes along bus routes.
- Has **transfers** that are not coordinated (including the bus-BART connections).

As part of the Central Alameda County Transit Study (2002), AC Transit conducted extensive community meetings and developed a comprehensive transit plan for the study area. Some of the goals that served as a point of focus for the AC Transit study included the very same concerns being voiced by community representatives. The transit agency sought to provide service from 6:00 AM to 10:00 PM throughout the study area, with all bus routes operating every 30 minutes. Due to budget constraints affecting all transit services, service was reduced to only once per hour for some services and with very limited service after 7:00 PM.

Although some of these issues are common to Ashland, Cherryland and South Hayward, some specific concerns are noted in the individual communities:

- **Ashland -** According to Ashland residents, some of the biggest issues are limited service on the weekends and problems associated with transferring and making connections between buses (and BART and buses). In addition, Ashland residents described personal safety concerns — fear of being attacked or robbed — while using transit and the need for more frequent AC Transit service in their community.
- **Cherryland -** For Cherryland, one of the critical concerns is a "lack of sidewalks." Although it is a pedestrian issue, it is also a transit issue because limited sidewalks are a barrier to accessing AC Transit, whose buses cannot safely stop along some of the streets in the area due to ADA requirements. Survey outreach efforts in Cherryland also found that critical transit-related concerns include problems with transferring/connections between buses and that bus service is "not available near where people live," an issue also related to the sidewalk concern. Other critical issues identified by community members include the need for more frequent service, the need for longer hours and more days of service, better on-time performance, and more polite customer service by AC Transit drivers.
- **South Hayward -** Community representatives in South Hayward said that there are not enough AC Transit routes and those that exist are too infrequent on both weekends and weekdays. Several community representatives noted that transit services do not spatially serve all of South Hayward's concentrations of young people and lowest income residents for job, school, and shopping-related trips (see Chapter 2 for locations). These concerns were echoed by community members at meetings and by individuals who completed a survey form. Other critical AC transit issues identified in South Hayward include the limited service hours operated by AC Transit on some routes, that buses do not operate on-time, and that bus shelters are not located throughout the area.

The survey findings, based on respondents who were AC Transit users, are illustrated in Appendix L.

Other Transit Service Issues

While BART passes through each of the study communities, BART stations are located only in Ashland and South Hayward. Three complaints were among the most common about BART service:

- **BART stations are inconvenient.** The South Hayward BART station is not a hub of local activity, and even the Bayfair Station is difficult to access. By bus, car or as a pedestrian.
- **BART service hours are not long enough.** Individuals in all three of the communities said that their ability to apply for some jobs is limited because they cannot get to or from work without BART operating all night.

- **BART is expensive.** Individuals with limited incomes have to spend a lot of money to use BART.

Few comments were provided about East Bay Paratransit, although Hayward's Paratransit Service was discussed by some South Hayward residents and agency representatives working with community members. Although Hayward was minimally affected by AC Transit's service reductions, the impact of cuts will affect the East Bay Paratransit service area, meaning that riders will then turn to the non-mandated Measure B paratransit program operated by the City of Hayward, which provides service in the areas that are unserved by East Bay Paratransit. Because the City of Hayward limits use to 10 trips per month, the service cannot be used to travel to and from full-time work. In addition, the City of Hayward's local paratransit services are facing financial constraints, and community members express concern about how budget shortfalls might affect transit service in the short-term.

Pedestrian Concerns

Community members shared concerns about pedestrian facilities in Ashland, Cherryland and South Hayward. According to the communities, the three key pedestrian issues are as follows:

- **Traffic Speed Near Pedestrians -** Cars drive too fast and pedestrians lack crosswalks in some areas.
- **Unsafe Pavement For Walking -** Cars park on temporary gravel sidewalks; many streets in unincorporated areas do not have sidewalks at all.
- **Personal Safety While Walking, Riding a Bike, or Waiting at a Bus Stop -** People are concerned about walking in the dark —especially where there are no sidewalks— and about gangs and vandalism.

Appendix F displays some of the individual comments made about pedestrian issues at community meetings

Specific pedestrian issues raised in each of the study communities are as follows:

- **Ashland -** Traffic safety was identified as an important issue throughout Ashland. The 2002 Eden Area Plan identified cut-through traffic as a major issue along with pedestrian safety and the lack of sidewalks in some areas. High traffic speeds, poor visibility at bus stops (e.g., improving the safety of bus stops on E. 14/Mission) and concern about personal safety are issues that were raised by the community. Unsafe pavement on some of the sidewalks and the lack of bus shelters were also identified as limitations to pedestrian access in Ashland.
- **Cherryland -** In Cherryland, lack of sidewalks is a problem. Regarding one specific location, Cherryland Elementary School representatives mentioned that of their roughly 1,000 students, half (500 students) walk to school, many along Western Boulevard, which does not have any sidewalks. Thus, students are forced to walk

with the automobile traffic. Sidewalks represent a critical component of the transportation system as they also limit the ability of transit to serve the area. Buses will not stop without a sidewalk. According to community members, the lack of sidewalks in the Cherryland area is a significant barrier for people to move about the community and affects the mobility of all segments of the population– seniors, persons with disabilities, families, etc.

Specific pedestrian barriers along particular streets were also identified, such as the lack of benches or shelters at bus stops along Whitman St., unsafe street gutters along Haviland, people walking down the center of Liberty Street due to no sidewalks and overgrown trees, and other physical barriers. Particular streets have been targeted for redevelopment, including Grove, Haviland, Western, Meekland, and Blossom, which should address some of the most critical transportation concerns in the community.

- **South Hayward -** In South Hayward, problems include inadequate sidewalk widths and unsafe crossing facilities at arterials that permeate the residential neighborhoods. The City of Hayward has a good reputation for addressing basic public works needs, so sidewalks and access to transit facilities is not identified as a major problem (although some sidewalks were described as "narrow" or "inadequate"). One issue in South Hayward is the opportunity for densification and increasing the level of activity in and around the South Hayward BART Station (even though it is a transportation hub, land uses in the vicinity of the station do not support shopping and services that residents desire).

Specific comments about transit service limitations provided by community representatives are included in **Appendix H.**

Bicycle Concerns

The community agreed that bicycle travel is not a common mode in the study area. However, many children and some adults travel by bicycle. According to some social service agency representatives, the study area has a high concentration of recent immigrants who would be predisposed to using a bicycle for transportation, because it is common in the country from which they immigrated. The lack of secure bicycle parking facilities and bicycle lanes were identified as potential barriers to greater bicycle use.

- **Ashland and Cherryland.** Community meeting attendees noted that the lack of sidewalks and bike lanes in the Ashland/Cherryland neighborhood and the lack of enforcement of bicycle lanes (people parking in them or otherwise blocking them) cause hazardous conditions for bicycle travelers.
- **South Hayward.** South Hayward community groups mentioned that there is a need for bicycle lanes on Tyrrell and Tennyson and near all parks.

III. Potential Solutions

The previous section identified a number of the key transportation needs. In Appendix L, some of the potential solutions offered by community members and representatives are listed to address these and other needs. The figure also shows the communities for which these solutions were recommended. Key types of solutions are as follows:

- **Transit Solutions.** According to community members, inadequate transit service leaves a person without a car "stranded," unable to access employment, medical care, grocery stores, banks, schools, churches and parks that are not located in their immediate neighborhood. Community meetings brought a variety of potential solutions to light in the areas of service quality, information, fare/fare media, bus stops, and other solutions.

- **Pedestrian Access Solutions.** The community does not always associate pedestrian problems with the transportation system as a whole. However, in order to get anywhere safely, adequate pedestrian facilities must be in place. A variety of solutions to address issues in the community were identified by community members, including improved sidewalks, crosswalks, traffic calming and others.

- **Automobile Solutions.** Sometimes the most efficient way to travel is the automobile. Community members identified a variety of auto-based solutions including financial assistance for auto-owners, a volunteer driver program, and taxi vouchers.

A detailed list of potential solutions, including comments from community representatives, is included in **Appendix I**.

These many solutions are evaluated as part of Chapter 6, which presents evaluation criteria identified by the community.

IV. Outcomes of the Plan

Support from community representatives will be critical to making the plan's recommendations a reality. Community representatives were asked what elements of the plan would be necessary for them to support it and take ownership of the recommendations.

One critical issue is that the plan should identify a stable funding source for the recommended solutions. According to community representatives, programs in the Plan should not be set up as pilots. The plan should address sustainability of the projects and should include funding for operations — not just capital projects. In addition, the plan should evidence support of community representatives and the involvement of the community in order to attain community and political support.

Another is that the plan should focus on policy issues and take a holistic look at not only programmatic needs, but also land use, the quality of the built environment and redevelopment of underutilized areas. Some community representatives said the plan should focus on the solutions for providing a better infrastructure — sidewalks, roads, and community facilities — for the area.

Several community representatives emphasized the importance of finding innovative solutions and new transit operators for the study area. A few community representatives talked about specific population groups and markets that should be addressed as part of a community-based plan, including the low-income community, the non-English-speaking population, seniors, parents, disabled people, and pedestrians.

Community representatives were asked if they perceived any possible institutional barriers to implementing the recommended strategies. Although many community representatives said they were not aware of any institutional barriers or that they presumed various agencies would be able to work together to implement the strategies, a few issues were raised:

- In the Cherryland-Ashland area, some community representatives suggested they would like to see more resources focused on Cherryland, which would depart from previous efforts focused on Ashland where Bayfair BART is located there.
- The various political boundaries in the study area could pose some challenges for coordination. The political boundaries of the City of Hayward and County Supervisors cross the study area.
- Some community representatives asked who would pay for sidewalk or amenity improvements? Will it be the City or the County? This illustrates a need for coordination.
- According to community representatives, it can be challenging to work within the guidelines and regulations of some of the agencies responsible for transportation in the study area.

According to *one community representative*, each agency has a different mission and set of priorities, and this presents a challenge when trying to come up with coordinated solutions.

There is resistance to issues that arise that are outside the focus of the agency. However, according to community representatives, one of the advantages of this study is that it will provide an opportunity for the various agencies to work more closely with one another.

Chapter 6. Solution Evaluation and Evaluation Criteria

This chapter presents the evaluation of community-identified solutions for improving transportation mobility in Central Alameda County. Community members and agency representatives suggested these solutions as part of the public outreach process for the Community-Based Transportation Plan. This chapter provides an overview of the criteria used to evaluate the solutions and preliminary recommendations based on the evaluation.

As discussed in Chapter 5, the community identified 27 transportation solutions through extensive outreach activity as part of this project. Through a collaborative effort, the consulting team and community representatives established evaluation criteria to apply to these solutions. The solutions that did not meet the criteria due to excessive cost per beneficiary, physical constraints, duplication of existing programs, or lack of wide community support, are described in **Appendix J**. A total of 10 solutions were selected that best meet these criteria. The final 10 solutions are presented below and the evaluation criteria is discussed later this chapter. More detailed information about these solutions is included in Chapter 7.

Recommended Solutions for Further Consideration

Based on the preliminary evaluation of community-identified solutions, several solutions are recommended for further consideration in Cherryland, Ashland and South Hayward because they address the transportation problems identified in all three communities. One solution applies specifically to Cherryland: *Sidewalks*. Each is described briefly in the following sections and they are detailed in Chapter 7. Solutions not selected are described in **Appendix J**.

Transit Service and Amenity Solutions

1. Adjustments to AC Transit Service

AC Transit recently analyzed the needs of these communities in order to provide better service and the results were included in the Central Alameda County Plan. Due to budget constraints, only a fraction of the plan's contents are being implemented and some service cuts were made in 2002. While the community had not felt the full impact of these service reductions at the time these solutions were identified, three key areas of improvement were identified by large numbers of community members. These include the need for more frequent bus service; extended bus service hours to cover early mornings and evenings (both weekdays and weekends); and demand-response service for the general public.

While this solution is highly ranked in most evaluation categories because it is a critical element of improved transportation for the disadvantaged population, it fares poorly with regard to funding and cost criteria. These are high-cost solutions and funding cannot be readily identified in existing plans.

2. Shelters

Adding bus shelters is both relatively inexpensive and popular with the community as a very tangible improvement in the quality of the public transit experience. The cost is low, and the program can be incrementally reduced or expanded depending on resources. The program is already in place, so there are few institutional barriers to implementation beyond extending the existing agreement. Although the solution does not necessarily improve mobility in the community, it improves the experience of using transit service which can encourage use of transit.

Public Information Solutions

3. Transportation information on a Local Television Station

The local access television station has offered to make and show television programs about available transit service as a community service. Because limited information about transit services is one of the critical community concerns, this solution would provide a no-cost mechanism for presenting very basic information to the public (such as how to board the bus, get to key destinations, and read bus schedules and maps, for example). While community members did not express a significant level of interest in this effort, it addresses one of their key concerns and the ease of implementation and potential benefits (inexpensive, easily accessible public information in multiple languages) suggest this solution would be an appropriate part of a community-based transportation strategy.

4. Transportation Information Center in the Community

This solution would be a drop-in information center and telephone number to dial for local information (transit schedules, eligibility, etc.) for public transit and other services. It assumes an automated system backed up by live multilingual staff to answer individual questions. Part of the transportation information center's role could also be to establish a "bus buddy" program and to coordinate local group trips.

5. More Comprehensive Information about AC Transit at Bus Stops and on Buses

According to community members and representatives, providing additional transit information at stops and on buses would facilitate the public's use of the bus system. Depending on how it is carried out, it could be a relatively inexpensive solution, although a higher level of investment would result in greater quality and comprehensiveness that is more likely to meet the community's expectations. This is also linked to the next solution, Multilingual Translation of Transit Schedules, Signs, and Other Information.

6. Multilingual Translation of Transit Schedules, Signs, and Other Information

Almost half of residents in all three neighborhoods speak a language other than English at home.[1] With the diversity of languages spoken in all three of these study communities (and throughout central Alameda County), providing information in multiple languages will be critical to keeping transit riders informed and encouraging people to use transit. This solution could be relatively inexpensive to implement with a high level of organized community participation and has a high level of community support.

Pedestrian Solutions

7. Sidewalks

Much of Cherryland lacks basic sidewalk facilities. Pedestrians including children, seniors, and people with disabilities are forced to share the roadway with automobile traffic. This solution would build on existing efforts spearheaded by the Alameda County Redevelopment Agency, United Seniors of Oakland and Alameda County, AC Transit, the Cherryland Community Association, and the office of Supervisor Nate Miley.

8. Better Lighting

Residents of these communities stated that they are sometimes afraid to travel on foot or by bus at night because they fear they might become a victim of crime. Improved lighting enhances the feeling of personal safety on the streets and according to community members, would encourage more people to feel comfortable walking at night. This solution is a medium-cost solution that can be implemented within a relatively short time, and it enjoys very high support in all three of the study communities.

Bicycle Solutions

9. Improve Bicycle Access

A combination of bicycle parking, bicycle lanes and assistance in purchasing bicycles would provide a multifaceted approach to promoting the safe use of bicycles in the study area. These are a combination of low-to-high cost solutions that fared relatively well in the evaluation of solutions. Installing bicycle parking and bicycle lanes serves to market bicycling in the community. Although more costly, bicycle lockers would further enhance the propensity to use bicycles for local trips. Another barrier to using a bicycle is being able to afford one, and bicycle purchase assistance would be another strategy for making the bicycle a more viable transportation mode in the community. This solution does not have a high level of community advocacy.

[1] 2000 Census data for Ashland and Cherryland

Auto-Based Solutions

10. Low-Cost Auto Loans and Carsharing

Of the auto-focused solutions, this ranks among the highest because it is less cumbersome to implement than some of the others and it addresses a number of the transportation criteria. SEATAPP currently provides low-cost auto loans to former CalWORKS recipients in Alameda County and the program could be expanded to cover non-CalWORKS recipients in certain income categories in the study area. Carsharing could be subsidized by employers or local agencies, and would be appropriate for short errands in the community. Carsharing could be modeled on or operated by City CarShare. Of the solutions recommended for further consideration, this program has one of the highest costs per beneficiary.

Evaluation Criteria

The ten solutions discussed in the previous section were identified using the following evaluation criteria. The consulting team developed a list of evaluation criteria that were presented and modified at a meeting of Central Alameda County Community-Based Transportation Plan community representatives.[2] These criteria are selected based on a combination of factors:

- They are modeled on the outreach objectives summarized in the Community Outreach Plan for the project (Memorandum 2).
- They reflect the objectives of the MTC Lifeline Transportation Report.
- They reflect criteria that have been used in another Community-Based Transportation Plan effort.
- They are based on criteria used to evaluate Welfare-to-Work options.

The criteria that were refined in collaboration with the community representatives and then used to evaluate the solutions proposed by community members are as follows:

Community Support and Participation Criteria

1. Has community support and advocacy.
2. Addresses priority local needs.
3. Incorporates the needs of diverse communities in terms of geography, language and culture.

[2] This meeting took place on Tuesday, November 18 at the Eden Youth and Family Center.

Funding and Cost Criteria

4. Is efficient, based on cost per beneficiary.
5. Is a low-cost or no-cost solution.
6. Has the potential to attract existing funding sources.
7. Funding is identified through an existing plan.
8. Funding for operating and maintenance costs is identified for the short- and long-term. Alternately, "flexible" funding is available until the project is proven cost effective.

Transportation Service Criteria

9. Has effective and measurable impact.
10. Addresses community-wide needs.
11. Reduces travel time to major destinations (major employment, commercial, and transit centers).
12. Outcome (service and information) is easy to use and understand.
13. Provides a benefit to residents targeted in this plan (with the greatest mobility challenges).

Implementation Criteria

14. Has a short time to implementation.
15. Roles and responsibilities are clear and realistic. A lead agency can be clearly identified.
16. Can be modified as community needs change.

For each of these criteria, a scale of High (H), Medium (M) and Low (L) is used. While the evaluation includes a mix of qualitative and quantitative factors, the overall review is somewhat subjective based on the community context and the consultant's experience.

The project evaluation research and collaboration with community representatives also identified several descriptive categories. While our participation efforts established that these are important things to know about a project, they do not indicate if a project is necessarily appropriate for this plan. These categories are not used to compare solutions so that one can get a higher rating than another. Instead, they provide a means for describing specific elements of some of the solutions. These descriptive factors are as follows:

A. Community plays a role in implementation.
B. Bridges the needs of the study communities.
C. Has potential for joint funding from multiple sources.
D. Provides additional transportation options to major destinations (major employment, commercial, and transit centers).
E. Requires or allows for tiered implementation: can be implemented in the short term, medium-term and/or long-term.

Summary of Evaluation Process

Based on the evaluation of 27 solutions, the ten solutions that were listed at the beginning of this chapter are recommended for implementation in the short term. Using the evaluation considerations presented above, Figure 6-1 summarizes the results of the evaluation process for the recommended solutions.

Figure 6-1 Solution Evaluation Matrix

EVALUATION CRITERIA	1. AC Transit	2. Shelters	3. Local TV Station	4. Transportation Info. Ctr.	5. AC Transit Info.	6. Multilingual	7. Sidewalks	8. Lighting	9. Bicycle Access	10. Auto Loan Program/Carshare
Community Support and Participation Criteria										
1. Has community support and advocacy	H	M	L	M	H	H	H	H	M	M
2. Addresses priority local needs	H	H	L	H	H	H	H	H	M	M
3. Incorporates the needs of diverse communities	H	M	H	H	H	H	H	H	M	M
Funding and Cost Criteria										
4. Is efficient, based on cost per beneficiary	M	M	H	M	H	M	M	M	H	L
5. Is a low-cost or no-cost solution	L	H	H	H	M	H	L	M	M	M
6. Has potential to attract existing funding sources	M	H	H	M	M	H	M	M	H	M
7. Funding is identified through an existing plan	L	H	H	L	M	L	H	M	H	L
8. Funding for operating and maintenance identified	L	H	M	M	L	L	M	H	H	H
Transportation Service Criteria										
9. Effective and measurable impact	H	M	L	M	M	H	H	M	M	M
10. Addresses community-wide needs	H	M	M	H	H	H	H	H	M	M
11. Reduces travel time to major destinations	H	N/A	N/A	N/A	N/A	N/A	M	N/A	N/A	H
12. Easy to use and understand	H	H	H	H	H	H	H	N/A	H	H
13. Provides benefit to residents targeted in plan	H	H	H	M	H	H	H	M	M	H
Implementation Criteria										
14. Short time to implementation	H	H	H	H	H	H	M	H	M	M
15. Roles and responsibilities are clear and realistic	H	H	H	M	H	M	M	M	M	H
16. Can be modified as community needs change	H	H	H	H	H	H	L	L	M	H

L = Solution scored poorly for this criteria
M = Solution scored about average for this criteria.
H = Solution was one of the best for this criteria.

Community Support and Participation

Based on the evaluation effort, five solutions ranked among the top with regard to the community support and participation criteria. These include the following solutions for the study communities:

- Adjustments to AC Transit,
- Better AC Transit Information,
- Multilingual Information,
- Improved Community Lighting, and
- One Cherryland-focused solution: Improved Sidewalks.

Although not among the top 10, Shuttles and Sensitivity Training for Transit Drivers also are among the highly ranked solutions in this category (see appendix). Given that this is a community plan, all solutions come from the community and therefore have some level of community support. However transit information on the local TV station and many of the other solutions including crossing guards, a parent train program, free "yellow bikes," a security camera under the overpass in Ashland, and the employer vanpool program have a low level of community support and participation in at least one category.

Funding and Cost

Under this category, the following solutions received generally higher rankings and are listed for all three study communities:

- AC Transit Shelters,
- Presenting Transit Information on a Local Cable Television Station, and
- Bicycle Access.

Projects from the overall list that ranked poorly in this category include shuttles, AC Transit service improvements, 24-hour BART service, free or discounted bus passes, crossing guards, a security camera under the overpass, and a carsharing program.

Transportation Service

Under the transportation service criteria, four solutions are ranked among the top for all three communities:

- Adjustments to AC Transit,
- Better AC Transit Information,
- Multilingual Information, and
- Auto Loan Program.

The Cherryland-focused solution, Improved Sidewalks, also ranks among the top solutions under the transportation service criteria.

Some of the solutions that fared less well in this category include transit information on a local TV station, traffic calming, crossing guards, bicycle lanes, free "yellow bikes," carsharing, taxi vouchers, and car repair.

Implementation

Projects that are easier to implement because they lead agency is willing and able to quickly begin them as soon as funding is secured are stronger candidates in this plan. Almost all of the top ten solutions ranked highly with the exception of sidewalks, lighting and bicycle access.

Conclusion

The consultant evaluation process identified preliminary recommendations to be carried forward for consideration by community members and agency representatives. These were shared with the public at Community Open Houses in February 2004 in Ashland/Cherryland and South Hayward.

Chapter 7 presents an overview of each of the recommended solutions, basic costs and funding information, and an evaluation of the components of the solution. **Appendix J** provides background information on the solutions that were not recommended based on the evaluation process.

Chapter 7. Solutions

This chapter provides a more detailed discussion of the each of the ten solutions described in Chapter 6, including feedback from community members at the public Open Houses. As noted in the previous chapter, **Appendix J** summarizes of all of the remaining solutions identified by the community, along with evaluations based on the criteria described in Chapter 6.

For each solution, cost estimates are provided, along with potential funding sources and a suggested lead agency or agencies. Each solution is defined, and includes the community rationale (given by community members and agency representatives) for this solution. Concerns and considerations about the solution are also presented.

Transit Service and Amenity Solutions

1. Adjustments to AC Transit Service

Cost:	Operating Costs: Depends on service and hours; $75-91/bus hour of fixed route service; $75/hour dial-a-ride[1] Capital Costs: $250,000 per new bus that must be acquired by AC Transit to provide the service (should be able to implement service changes without acquiring new buses)[2]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit
Funding:	Potential funding sources include LIFT

Definition

Expansion of bus service is among the highest community priorities as determined through extensive community outreach for this plan and would provide the greatest local benefit, particularly to the transit-dependent. Based on input from the community, AC Transit service improvements could include any or all of the following:

A) More frequent bus service (not less than 30 minute headways at any time; 15-20 minute headways for peak service hours)

[1] Robin Little, Manager Special Projects, AC Transit
[2] Nelson\Nygaard Associates; Robin Little, Manager Special Projects, AC Transit

B) Extended bus service hours to cover early mornings and evenings (service beginning no later than 5:00 AM and continuing to 10:00 PM or midnight)

C) Door-to-door transit service (i.e. demand-response service for the general public)

Why this Solution?

Providing expanded transit service may help increase community members' access to life-enhancing opportunities, such as job training or other social services, and they expressed a strong need for this during the many conversations conducted as part of the outreach for this plan. Many low-income people in these neighborhoods have mobility issues that are not being addressed. Such issues are temporal — current bus service does not run early, late, or often enough to meet individual needs — and spatial, such as in Cherryland where there are no sidewalks to physically accommodate bus service.

AC Transit recently analyzed the needs of these communities in order to provide better service and the results were included in the Central Alameda County Plan. However, budget constraints have led to only a fraction of the plan's contents being implemented. Community outreach for the Central Alameda County Community-Based Transportation Plan indicates that the limited temporal and spatial availability of service (per the definition above) is still an issue.

Considerations

Since the primary form of transportation for many community members is currently AC Transit, many of the suggested improvements would ultimately be the responsibility of this agency. Increasing frequency of service and extending service hours are priorities of AC Transit, although economic conditions have forced the district to move in the opposite direction, cutting frequencies to half-hour or hourly headways on many routes. The main constraint to this program being implemented in the short-term is lack of funds.

As mentioned earlier, another constraint in Cherryland is the lack of sidewalks. Transit services are required by law to drop passengers off where it is safe for them to walk. Without basic pedestrian amenities, AC Transit service cannot be expanded spatially to fill this gap.

AC Transit is exploring the possibility of providing late night demand-response service based at the BART stations (Bayfair station in Ashland and South Hayward station in South Hayward) to provide service to the nearby community. Given the anticipated low patronage, this service would be significantly cheaper to provide than regular bus routes or dial-a-ride. However, the main limitation to date is the lack of technology to dispatch this service.[3]

[3] Tina Spencer, Manager of Long-range Planning, AC Transit

At the two community open houses where this solution was presented, there was a high level of support and agreement with the issues identified in support of this solution. Some community members also suggested smaller buses, and in Cherryland, some participants commented that on-time performance for AC Transit was a problem ("several Route 82 buses arrive at the same time"). In South Hayward, participants discussed the lack of coordination between AC Transit schedules and BART schedules that could also be addressed as part of this solution.

Figure 7-1 Applied Evaluation Criteria: Adjustments to AC Transit Service

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	Very high support from community
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**L**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	No short-term funding identified due to AC Transit cuts
8. Funding for operating and maintenance identified	**L**	No reliable source of funding for this solution given other demands for AC Transit
Transportation Service Criteria		
9. Effective and measurable impact	**H**	
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**H**	
12. Easy to use and understand	**H**	Will require good information and marketing
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	Assumes funding available
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

2. Bus Shelters

a. Install bus shelters
b. Improved maintenance of bus shelters

Cost:	Operating Costs: Up to several thousand dollars per year (depending on vandalism)[4] Capital Costs: Free for high-traffic locations[5]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	City of Hayward, Alameda County, and AC Transit
Funding:	AC Transit's contract with an advertising agency covers installation and operating (maintenance) costs for shelters along major streets. On residential streets, potential funding sources include TLC, CDBG funds, Waste Management and private funding (see Chapter 8).

Definition

Bus shelters are covered areas located at official bus stops. They shield waiting passengers from sun, rain, and wind; provide a place to sit; and display information on the transit service. When no shelter is present, passengers waiting for the bus tend to block doorways of nearby businesses in search of protection from sun, rain and wind. Due to concerns about crime, a good bus shelter is transparent, well-lit, maintained and policed. The community expressed strong need for more bus shelters in the study areas.

Why this Solution?

Through a joint powers agency (JPA) with AC Transit as the lead agency, the City of Hayward and Alameda County are part of an aggressive and successful bus shelter plan and respond to citizen requests to install shelters when they can be accommodated in accordance with ADA standards. These shelters are provided to the Joint Powers Authority (JPA) members at no charge in most instances and the contractor is responsible for their maintenance. Consequently, requests for bus shelters should be directed to the appropriate staffs in the City of Hayward and Alameda County.

The JPA works with an advertising agency which supplies and installs the shelters and maintains them in return for shelter advertising along major thoroughfares (E. 14th/Mission, Lewelling, and Hesperian). The advertising firm will not cover the cost to place a shelter on a neighborhood street. The cost for a neighborhood shelter would be $5,000 including

[4] Bob Preston, Traffic, PWA, Alameda County
[5] $5,000 per shelter at a neighborhood location; Robin Little, Manager Special Projects, AC Transit

installation. However, maintenance would be another serious consideration if the shelters were provided independent of the existing contract.

Adding bus shelters is both relatively inexpensive and popular with the community (as found through extensive outreach conducted for this project and reconfirmed at the open houses) as a very tangible improvement in the quality of the public transit experience. The cost is low, and the program can be incrementally contracted or expanded depending on resources. The program is already in place, so there are few institutional barriers to implementation beyond extending the existing agreement. The program will primarily address the comfort of transit patrons, and by doing so will encourage more people to use transit. Even a small number of shelters will benefit a large number of patrons if they are strategically placed at locations of highest use and need. The purpose of a bus shelter would be easily understood by diverse cultures, and could even offer opportunities to post multilingual transit information.

Considerations

Three possible constraints exist to installing more bus shelters in the study area:

- **Neighborhood locations**: It is free to install and maintain shelters along major thoroughfares. Funding would need to be secured to install them at community locations.
- **Physical space**: Much of the study area lacks adequate street space, sidewalks, and parking strips. Bus shelters can only be located where there are at least 10 feet of space between the property line and the curb to provide meet ADA requirements.
- **Lack of bus service**: Much of Cherryland lacks bus service altogether, due to lack of sidewalks. In these areas, sidewalks would need to be installed prior to a bus shelter. In addition, budget constraints are causing AC Transit to further cut service in all three communities. Installing a bus shelter will not help if the bus comes too infrequently or not at all. Community members emphasized this issue at the open house in Cherryland.

Figure 7-2 Applied Evaluation Criteria: Bus Shelters

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	Mixed, depending on location
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**M**	Only bus passengers who use that bus stop benefit from new shelter locations.
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	Only passengers who use that bus stop benefit from new shelter locations.
5. Is a low-cost or no-cost solution	**H**	Advertising agency has contract for shelters
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**H**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	Only bus passengers who use that bus stop benefit from new shelter locations.
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Public Information Solutions

3. Transportation information on a Local Television Station

Cost:	Operating Costs: $0 to $6,000, depending on need for production and translation of available information, updates, etc. Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit in partnership with Hayward, San Leandro, and San Lorenzo AT&T Community Access, Channel 3
Funding:	Potential funding sources include TFCA, CDBG, private foundations (see Chapter 8), and local cable television stations

Definition

This solution is about providing information about how to use transit, and listing service information on local cable community access television stations. Local access television will make and show television programs as a community service. When the cable television staff is not busy with seasonal and political programming, they can be available to make educational shows appropriate for the community.

Why this Solution?

Through extensive community outreach conducted for this project, the community noted that a lack of understanding of the transit system is a significant barrier to its effective use. Education about transit should be more readily available, and community access television is an easy and free mechanism to disseminate this information. With a better understanding of how to access and use transit, people who may be used to driving but can no longer afford it — or people who never fully understood the transit that was available to them — will have a significant improvement in mobility options.

Considerations

The Transportation Fund for Clean Air funded the development of a video program for the Contra Costa Community Alternative Network. The video provides much of the information that community members expressed would be a valuable part of on-air programming about transit, including how to access transit services and ride the bus. The West Contra Costa Transportation Advisory Committee (WCCTAC), which managed the video process, has agreed to make copies of it available for broadcast in Central Alameda County. The 10-minute program is available in English, Spanish, Vietnamese, Mien and Laotian. For

presentation in the study area, it may be appropriate to translate the film into Chinese and Farsi, as well as other languages. This video was presented at the community open houses and attendees had positive comments.

For a new film, or for marquis-style listings on the cable station, someone will have to list all the services that are available, and ensure that updated information is regularly presented to the public. These responsibilities will be beyond the scope of work for the cable station staff.

Figure 7-3 Applied Evaluation Criteria: Transportation information on a Local Television Station

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**H**	
5. Is a low-cost or no-cost solution	**H**	
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**H**	TFCA funds were used to produce WCCTAC video
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	Depends on how accessible information is made
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	But would require additional cost

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

4. Transportation Information Center in the Community

Cost:	Operating Costs: $60,000 per year per neighborhood
	Capital Costs: $3,000 - $10,000 for basic start-up equipment
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Hayward Area Recreation and Park District, Ashland Community Center, a private business or mall
	South Hayward – Eden Youth and Family Center, Eden I &R, St. Rose Hospital, another community-based organization or business
Funding:	Potential funding sources include TFCA, CDBG, East Bay Community Foundation, and private foundations (see Chapter 8)

Definition

A drop-in information center and single telephone number to dial for local transportation information and coordination could be very helpful to many residents. This program could provide information (e.g. schedules, eligibility information, etc.) for public transit, dial-a-ride programs, subsidized taxis, and other services through a staffed information desk and telephone line with an automated directory backed up by live, multilingual staff to answer individual questions.

Why this Solution?

A local information center would offer personalized service staffed by people who are knowledgeable about local programs, streets and destinations. The community identified, through extensive outreach for this program, a lack of understanding of the transit system as a major obstacle to their mobility. This service could be helpful to many clients, and its services could be flexible and targeted to high-need issues and areas. These include the large portion of immigrants (about 30% of these communities' populations were born in another country and 20-25% do not speak English "very well" according to the 2000 Census). The information provider would know the available resources, issues, and local culture and take part in targeted marketing efforts to make the program successful. This service could also promote the regional 511 information line and provide translation services between it and the public until 511 becomes more accessible to a diverse community. Attendees at the community open houses in Cherryland and South Hayward discussed the importance of ensuring the availability of multilingual information (combining

this solution with Solution 6, Multilingual Translation of Transit Schedule, Signs and Other Information).

One dedicated part-time staff person could provide this service with immediate access to translators, if needed, as part of an existing CBO. Alternatively, providing transportation information could be an additional responsibility to be assumed by individuals who currently provide other types of information or services. Depending on the level of service the program wanted to provide, this person can provide additional services. For example, he or she could also serve as a "bus buddy," riding with a client one or two times on transit to show the person the route and how to make transfers, or make scheduled trips using a community/church bus to an important destination such as a grocery store. Service could also target recent immigrants. Staffing this effort with a full-time staff person and maintaining the telephone transportation directory for about 80 clients would cost approximately $60,000 per year. Modest start-up costs to develop the telephone directory, collate information, and train staff should also be assumed.

This program would have the capacity to address some transportation issues raised by the community (such as access to supermarkets, for instance), at a fairly modest cost. However, its success would depend upon constant outreach and marketing of the service, as well as the robustness of the service itself. For ease of marketing, it probably would need to be available to a recognized geographical area rather than only to the target neighborhoods.

Considerations

There may be concerns about how such an information resource would duplicate regional transit information services (i.e. 511). It can be argued that users may be too intimidated or not technologically inclined to navigate through what they perceive as a complex web of information that 511 offers (a separate solution would be to make 511 easier to use). A local information center offers more personalized service staffed by people who are more knowledgeable about local programs or even streets and destinations. To make this program successful, it would require assiduous marketing and community-wide education campaign. The program employee would need to balance these needs with providing information to the program's existing clients.

Figure 7-4 Applied Evaluation Criteria: Transportation Information Center in the Community

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	Could target immigrants
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**H**	
5. Is a low-cost or no-cost solution	**M**	Costs vary based on operating characteristics
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**H**	Provides access to information
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**M**	Purpose is to foster understanding
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	Multiple information centers would be necessary
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

5. Comprehensive Information about AC Transit at Bus Stops and On Buses

Cost:	Operating Costs: would depend on the number and type of information materials. Some operating costs may be covered under shelter advertising and maintenance contact. Capital Costs: To provide information in new shelters (does not include cost of shelter) or stand-alone sign boards: $90-400 each (because hardware would need to be installed); existing shelters: $10-12 each for printed materials[6]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit
Funding:	Potential funding source includes Regional Measure 2

Definition

The purpose of this program is to provide more comprehensive information at bus stops and on the buses about transit routes, availability and how to ride. Information could be in the form of fixed maps, schedules and instructions, or brochures available for the public to take with them for personal reference.

Why this Solution?

Bus passengers and potential passengers in the project area state that they are not familiar with key elements of AC Transit service. According to community members and representatives, providing additional transit information at stops and on buses would facilitate the public's use of the bus system. Portions of South Hayward, Ashland and Cherryland with high concentrations of newly arrived residents with lower incomes would find this solution particularly useful, as these people are both transit-dependent and often unfamiliar with the transit system. At the community open house in South Hayward, attendees suggested that AC Transit review the types of signage available in other communities as possible models for AC Transit information signs at shelters.

AC Transit recently received a grant from the Bay Area Air Quality Management District to install 400 new information display cases and 100 rotating signs (wrap around the bus stop poll and provide two square feet of visible space) near senior centers, libraries, and pedestrian-oriented shopping districts. However, it is not clear if any locations within the study area would receive a new sign. Implementation of this solution as part of this plan will depend on where signs are installed as part of the current Air District project.

[6] Aaron Privin, Public Information Systems Coordinator, AC Transit

Considerations

- Larger bus stop information signs can be a problem for nearby businesses and residences as they can block entryways, windows, and sightlines.
- Signage display cases are expensive and frequently vandalized requiring a dedicated maintenance budget. At the community open house in Cherryland, attendees described numerous signs in the neighborhood that are vandalized or broken.
- Information should be provided in multiple languages in order to reach as large a portion of the target population as possible (see the next solution).

Figure 7-5 Applied Evaluation Criteria: Comprehensive Information about AC Transit at Bus Stops and On Buses

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**H**	Can be inexpensive, depending on implementation
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**H**	Addresses cultural and social diversity
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

6. Multilingual Translation of Transit Schedule, Signs and Other Information

Cost:	Operating Costs: Translation costs and services will range from $25.00 for a small job to $8,500 for a complex translation. Signs: $75 - $250 per sign, depending on format Printed materials: Varies from minimal costs for photocopies ($200) to high volume printing ($10,000+) Other: $0 - $2,500, depending on materials[7]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – AC Transit, Eden Information and Referral (I & R), Alameda County, a local nonprofit organization, BART South Hayward – AC Transit, Eden I & R, City of Hayward, a local nonprofit organization, BART
Funding:	Potential funding sources include CDBG funds, private foundations (see Chapter 8), transit agencies, and local in-kind contributions of translation services

Definition

This solution calls for translations of key informational materials about transit and transportation services. Transit operators depend heavily on written materials to provide the public with information about their entire range of services and generally do not speak the full range of languages. With 20-25% of residents in the study areas speaking English less than "very well" there is a strong need for multilingual transportation information.[8] In addition, the regional 511 transportation information hotline only provides information in English. These individuals will be better served if the information (including bus signs, schedules, informational materials, and the 511 telephone hotline) can be provided in their native language.

Why this Solution?

According to 2000 Census figures, the study area has experienced more than 20% growth in its population in the last decade. This increase includes a considerable number of Latinos, Asians, and Pacific Islanders who speak languages at home other than English.

[7] Nelson\Nygaard Associates; Excel Translations, San Francisco; Casa Hispana, San Francisco
[8] 2000 Census data for Ashland and Cherryland

This population increase represents a potential increase in ridership for transit providers. Information about schedules, fares, etc. should be readily available for all potential riders, including the new immigrants that have moved to the study area and non-English speaking individuals who already reside in these neighborhoods. Census data and community outreach for this project indicate that information should be available in Spanish, Chinese, Vietnamese, Tagalog, and Farsi among others.

The ethnic composition of the study area's new residents does not differ markedly from other ethnic groups that live throughout Alameda County as a whole. New literature and signage in various languages can therefore be used in services areas outside of Central Alameda County to capitalize on initial production costs. Providing additional language options for the 511 transportation information hotline would benefit the entire Bay Area.

Ideally, translation should be considered for as many public information resources or materials as possible. But transit operators can choose to selectively translate certain core items. For example, Sonoma County Transit used to provide drivers with a "cheat sheet" of passengers' frequently asked questions and answers in Spanish, so that they would be able to answer questions on the spot. San Jose's Valley Transportation Authority provides bus signs and schedules in Spanish and Vietnamese. Attendees at the community open house in South Hayward suggested "grass-roots" nonprofit organizations should be used to do the translations. A number of nontraditional community groups would be able to provide culturally appropriate translations for their community.

Considerations

Residents of the study area speak a wide variety of languages, possibly too many to provide in any one information source. Nevertheless, community members emphasized throughout the outreach process and at the open houses that the promotion of public transit in multiple languages is a critical community need.

Figure 7-6 Applied Evaluation Criteria: Multilingual Translation of Transit Schedule, Signs and Other Information

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**H**	
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**H**	
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	At an additional cost

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Pedestrian Solutions

7. Sidewalks

Cost:	Operating Costs: Some maintenance costs Capital Costs: $500,000 per block[9]
Communities:	Cherryland
Lead Agency:	Alameda County Public Works Agency and Redevelopment Agency
Funding:	Potential funding sources include Measure B funds, Regional Measure 2, private foundations (see Chapter 8), Safe Routes to Schools, TLC, and Alameda County PWA

Definition

Between the parked cars/traffic lanes and the adjacent properties, urban streets typically have five to 10+ feet of space reserved for pedestrians. This space is usually defined by a curb and gutter to discourage people from parking their cars in the pedestrian area. Much of Cherryland, which is unincorporated and the third-most densely populated community in the Bay Area, lacks this basic facility. Pedestrians, including children, seniors, and people with disabilities are forced to share the roadway with automobile traffic. Furthermore, sidewalks would make it possible for buses to serve the community. This solution would implement sidewalks throughout the study area.

Why this Solution?

Every traveler becomes a pedestrian at some point in their trip, even if it is just a short walk from their car to their destination. In the study area, many residents cannot drive or do not have a car. Whether they ride transit, a bicycle or walk all the way to their destination, sidewalks are beneficial for safe travel.

In the area around local schools, hundreds of children with their parents regularly walk in the middle of the street with the automobile traffic. Cherryland also has a high concentration of board-and-care facilities housing seniors and people with disabilities. The mobility of these residents is significantly restricted by the lack of this basic pedestrian facility.

In addition to the restrictions inflicted on pedestrians due to the lack of sidewalks, AC Transit cannot serve the study area because the ADA limits the agency's ability to drop off passengers where it is not safe for them to walk. Cherryland was, as a result, identified as

[9] Art Carerra, Road Program Manager, Alameda County Public Works Agency

the only location in Alameda County with a spatial gap in transit service according to MTC's Lifeline Report (other gaps identified were temporal).

Considerations

The main constraint to the implementation of this project is funding. Installation of sidewalks is very expensive ($500,000 per block) and requires extensive coordination between departments and agencies for street design, walkways, curbs, gutters, etc. In some cases, the street does not have adequate width, and adjacent property may need to be acquired at significant cost, but Alameda County has successfully explored and implemented more creative solutions to this problem such as reduced lane width, road widths that vary with the availability of space, etc. Finally, funds for maintenance of these sidewalks must also be secured.

According to community members, crosswalks should also be put into place to support the network of needed sidewalks. Participants at the Cherryland community open house noted that along Montgomery, Medford to Grove, and elsewhere in unincorporated Alameda County, most intersections lack painted crosswalks.

It should be noted that the Redevelopment Agency has secured limited funding for some new sidewalks in the Cherryland area. The community has been included in the process of identifying key sidewalk needs and community meetings have been conducted.

Figure 7-7 Applied Evaluation Criteria: Sidewalks

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	Has been community transportation priority
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**L**	$500,000 per block
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**H**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**H**	
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**M**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**L**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	Makes walking safer and allows buses to stop
E. Tiered by time horizon.	Medium	

8. Better Lighting

Cost:	Operating Costs: $42/year per unit (electric charge only); $95 -$120/year electricity and maintenance Capital Costs: $12,000 for a new light pole; $2,000 - $3,000 if light can use an existing pole and wiring[10]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County Public Works Agency South Hayward – City of Hayward
Funding:	Potential funding sources include Transportation for Livable Communities funds, Safe Routes to School, CDBG, Measure B, City of Hayward and Alameda County Taxes, and Transportation Enhancement Activities. Some street lighting services are funded by service charges paid by benefiting property owners.

Definition

The program involves the installation of more and brighter light fixtures along select streets in the study areas.

Why this Solution?

Residents in these communities reported that they are sometimes afraid to travel on foot or by bus at night because they fear they might become a victim of crime. Improved lighting enhances the feeling of personal safety on the streets and according to community members who participated in the outreach process and at the open houses, would encourage more people to feel comfortable walking at night and waiting for the bus in the dark. However, lighting locations should be selected carefully as part of a night pedestrian network to ensure that they have the most positive benefit for the investment.

Considerations

- Some residents do not like to have street lights in front of their home because the light shines in the windows at night.

- More light fixtures lead to higher maintenance costs for the lead agency (or maintenance district). (Maintenance might be able to be paid for by an assessment district.)

[10] Roxy Carmichael Hart, City of Hayward; David Lee, Alameda County Public Works Agency Street Light Program

- To gain approval for new street lighting, each block must complete a petition with approval from two-thirds of the block's residents. In Alameda County, local residents must pay an extra fee to have better lighting on their block.

- About 10 years ago, Alameda County Public Works Agency conducted a study of whether increased lighting had any impact on crime activity. They found no effect (crime actually went up in lit areas, but they attributed that to other factors). However, lighting does increase the perception of safety, which will encourage a higher sense of mobility for residents at night.

- Lighting up the entire community would be unrealistic. Appropriate locations should be carefully identified for the best impact.

Figure 7-8 Applied Evaluation Criteria: Better Lighting

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	Fixtures might be challenged if placed in certain locations
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**H**	Focuses on safety needs
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**N/A**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**L**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Bicycle Solutions

9. Improve Bicycle Access

Cost:	**Bicycle Parking:** Operating Costs: $0 - $50/year per unit for maintenance; Capital Costs: $200 - $450 per bike rack unit; $3000 per 8-10 unit bike lockers[11] **Bicycle Lanes:** Operating Costs: Some maintenance costs included as part of street maintenance costs; Capital Costs: $30,000 per roadway mile for striping and signage[12] **Bicycle Purchase Assistance:** Operating Costs: program cost depends on available funds - $20,000/year for administration as part of an existing program; Capital Costs: $200/bicycle, lock, and helmet
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County Public Works Agency or Redevelopment Agency; a nonprofit organization South Hayward – City of Hayward; a nonprofit organization
Funding:	Potential funding sources include Transportation for Livable Communities, Bicycle Transportation Account, Transportation Fund for Clean Air, Safe Routes to School, Measure B Bicycle and Pedestrian Countywide Discretionary Fund, City of Hayward/Alameda County/Taxes, Transportation Enhancement Activities funding, Waste Management Funds, private foundations (see Chapter 8), and public health funding sources.

Definition

For an effective bicycle solution, three components must be included: bicycle lanes, bicycle parking and bicycles.

Bicycle racks for public use can be installed in front of businesses, employment centers, and medical and social service offices as part of the countywide bicycle network. They provide a safe place for bicyclists to leave their bicycle when they shop, attend appointments, take care of errands, attend school or go to work. More expensive bicycle facilities to consider at high volume locations include bicycle lockers and staffed bike stations.

[11] Nelson\Nygaard Associates
[12] Peter Tannen, City of San Francisco Bicycle Planner; Jim Gilford, Asst. Deputy Director, Alameda County Redevelopment Agency

A **bicycle lane** is a separate portion of the roadway striped specifically to indicate that space is reserved for bicycle travel only. Usually about five feet in width, bicycle lanes must be accompanied by appropriate signage to be effective. In general, bicycle lanes are a good way to encourage novice cyclists to ride because they give the perception of safety, whereas more experienced urban cyclists tend to find them restrictive and may choose another route.

Bicycles are necessary to make use of the bicycle facilities. Low-cost bicycles in combination with bicycle maintenance programs can promote the use of bicycles in the community.

Why this Solution?

Alameda County has an adopted Bicycle Master Plan, which includes designated roadways as key bicycle routes. These routes are ideal for long-distance bicycle travel due to the regional nature of the plan. However, local travel might also benefit from a more detailed bicycle network in the study areas.

Ashland, Cherryland, and South Hayward have high concentrations of low-income residents with mobility challenges. Bicycle travel is inexpensive, reliable and healthy. In addition, according to social service representatives working with immigrant communities, many recent immigrants may be accustomed to traveling by bicycle in their native country. Thus, investment in bicycle ownership programs and facilities may have a cultural advantage over other modes.

Installing bicycle parking serves to market that mode to the people who see them – chances are that they will consider bicycling to that destination next time they travel there if this is possible for them (physically and due to the availability of a bicycle). Bicycles locked to trees, signs, and other stationary objects indicate a need for formal bicycle parking facilities. Secure bicycle parking facilities also means that bicycles are less likely to be vandalized or stolen, which provides further incentive to travel by bicycle.

Considerations

A bicycle purchase program requires oversight and administration. Depending on the source of bicycles, it may also require a volunteer and donation system. Preferred vendors may need to be identified and methods for managing fund transfers will need to be developed as part of a comprehensive implementation planning effort.

Bicycle parking ideally would be implemented as part of an area-wide bicycle network. Otherwise, potential cyclists may have a place to keep their bike at their destination, but still may not feel safe using it on the streets due to high traffic or limited bicycle lanes. Parking facilities installed in tandem with bicycle lanes and network signage is more likely to have a positive impact on the area's mobility than bicycle parking alone.

Both bicycle parking and bicycle lanes take up physical space in the roadway and can only be implemented where there is adequate room. Roadway widths in the study areas are

limited, and all roadways in the established bicycle network with adequate width for bicycle lanes already have bicycle lanes. Where roadway width is inadequate, roadway redesign would be necessary but is very expensive (roughly $1.5M per mile not including right of way acquisition). Wide lanes are necessary, according to some seniors attending the community open houses, because they would also allow for power wheelchairs and small power vehicles (such as golf carts) to ride in the bike lanes.

The Alameda County Bicycle Master Plan includes key roadways for regional bicycle travel. However, novice cyclists, those who generally benefit most from bicycle lanes, are more likely to take shorter, local trips by bicycle to start which are not part of the regional network. Some believe that bicycle lanes foster a false sense of security for bicyclists.

Figure 7-9 Applied Evaluation Criteria: Improve Bicycle Access

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**H**	
5. Is a low-cost or no-cost solution	**M**	Can require extensive roadway redesign
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**H**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**M**	Not necessarily a benefit to those with greatest transportation needs
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**M**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	And improves bicycle alternatives
E. Tiered by time horizon.	Short	

Auto-Based Solutions

10. Low-Cost Auto Loans and Carsharing

Cost:	**Expand Auto Loan Program:** Operating Costs: *Collateral:* $60,000 (revolving fund); *Annual Administration:* $20,000 to $100,000[13]; Capital Costs: none **Carsharing:** Operating Costs: $100,000 per year[14]; Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	**Auto Loan Program:** Eden Youth and Family Center or another nonprofit organization **Carsharing:** Relevant employers, City CarShare
Funding:	**Auto Loan Program:** Funding for current program is from Alameda County, City of Hayward, and the San Francisco Foundation. Other potential funding sources include LIFT, CDBG funds and private foundations (see Chapter 8) **Carsharing:** Potential funding sources include local employers, Low Income Flexible Transportation Program, Transportation Fund for Clean Air, CDBG funds, and private foundations

Definition

Low-cost auto loans currently provide collateral for a bank to lend money at a good rate (currently four percent) to former CalWORKS recipients, but could be expanded or could serve other populations. Under the current program, loans are for $3,000 over a two-year period and repayment funds are cycled back to provide a loan to the next recipient.

Southern/Eastern Alameda County Transportation Assistance Program (SEATAPP), a program of the Eden Youth and Family Center, currently provides low-cost auto loans to former CalWORKS recipients in Alameda County and the program could be expanded to cover non-CalWORKS recipients in certain income categories. The program has minimum credit requirements and requires that recipients complete classes in auto maintenance and financial management. In Contra Costa County, the auto loan program requires that recipients be former CalWORKS participants who have maintained employment for three months.

[13] Spergon Hunt, Transportation Program Manager, SEATAPP
[14] City CarShare

For carsharing, employers or the carsharing organization can subsidize the costs of carsharing for its low-income employees. Carshare programs, such as City Carshare, offer the use of an automobile on an hourly basis to members for a deposit, membership fee and hourly and mileage use fees.

Why this Solution?

Cars provide fast, reliable transportation far beyond the transit network and at hours when transit may not be available. For people who cannot be served by transit because their work hours, home or work locations do not accommodate use of transit, cars are sometimes a very effective mode. This project assumes low-cost auto loans and carsharing programs can address transportation demands that can be met by private automobile.

Low-cost auto loans provide a number of benefits. This program provides benefits far beyond transportation. In addition to receiving financial management training, recipients have the opportunity to build good credit for themselves so that they can become increasingly financially stable. The current program provides a checking account for the recipient so that they do not have to go to more expensive check cashing places.

City CarShare is a non-profit organization that offers the use of an automobile on an hourly basis to members. Members normally pay a deposit, membership fees, and use fees (hourly and mileage charges) for access to cars. This project assumes subsidizing the costs for low-income people in the Ashland, Cherryland and South Hayward communities, based on a 4-vehicle program. This program would be based on a similar program in San Francisco that targets CalWORKS participants (but is not employer-based), waiving deposit and membership fees, and charging half the normal hourly and mileage costs. The total annual cost for this program would be $100,000, and a three-year period is assumed.

Many of these communities' needs seem like they would be met successfully by automobile travel, since cars address off-peak hours, and lack of concentrated home, work and shopping locations. However, carsharing works best in areas with high residential densities and for short errands around town (such as to a grocery store). Work trips are not conducive to carsharing because the driver would have to pay for using the car while on their shift.

Considerations

Requirements for the auto loan program can be somewhat strict. For example, SEATAPP has had difficulty recruiting candidates who meet their financial eligibility requirements and will commit to show up at the required trainings. In addition, this solution fosters travel by automobile for very few individuals rather than promoting a more socially and environmentally equitable alternative (such as funding better transit service).

For carsharing, several issues should be considered:

- The program is most easily accessed via the web, although there is also a telephone reservation system. This would increase the difficulty for use of the system by low-income households without computer access.

- City CarShare is in English only at this time, which would limit full use by non-English speaking households. Yet 20-25% of the residents in these communities, (and probably a much higher portion of the targeted participants) do not speak English "very well" according to the 2000 Census.

- Although the City CarShare system is a very user-friendly, technologically advanced program that is very successful in high-density San Francisco, it is also a relatively high-cost program for the number of people it benefits.

- Advantages are user convenience, and avoidance of the cost of owning and storing a car. In the outreach for this project, these issues do not resonate with these communities in central Alameda County because of the lack of adequate density in Ashland and South Hayward for people to live near the car locations, unlimited parking and the lack of applicability to work trips.

While the community was not particularly interested in this solution, with marketing and education, carsharing might catch on in Ashland, Cherryland and South Hayward eventually as well.

Figure 7-10 Applied Evaluation Criteria: Low-Cost Auto Loans and Carsharing

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	Requires support from employers, City Carshare
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**M**	Costs are relatively low, but not per recipient
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	For very few people
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**H**	
12. Easy to use and understand	**H**	Loan program is difficult to qualify for. Both programs would require good information and marketing
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**M**	Program parameters are in place through City CarShare
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Chapter 8. Funding Opportunities

Most of the funding for public transit is derived from state and federal funds that are distributed according to formulae based on population and ridership. For example, Local Transportation Funds (LTF), which are collected by the State under the 1971 Transportation Development Act (TDA) and redistributed back to each county in California, are the primary source of operating revenues for AC Transit. LTF is funded with ¼ of one percent of the base statewide sales tax. Unfortunately, the State's financial crisis not only makes new state funding programs for transportation projects unlikely, but also threatens existing sources. Therefore, this funding section focuses on sources that are not formula funds but are competitive programs or revenues from non-traditional sources. Each source is described, followed by suggestions for projects in this Plan that might be eligible for the source. While these competitive funds can be used to start up a program, almost all would require other funding sources to sustain the programs over the long term.

Government Sources

Current Funding Programs

Low Income Flexible Transportation Program (LIFT)

Description

The Metropolitan Transportation Commission (MTC) partnered with local transit and social services agencies to respond to the challenge of improving transportation services for residents of low-income communities by initiating the Low Income Flexible Transportation (LIFT) Program in 2000. LIFT projects are funded by a combination of state Congestion Mitigation and Air Quality (CMAQ) funds, federal Job Access and Reverse Commute (JARC) funds, and State Transportation Assistance (STA) Regional Discretionary funds. Projects require a local or non-federal match, which was originally 50% but was lowered in more recent funding cycles in response to the downturn in the economy. A new round of proposals for LIFT funds will occur in 2004. Examples of previous projects partially funded by LIFT are the Hayward Industrial Shuttle; the Alameda County Mobility Manager; and the City of Alameda's Kids' Coach.

Applicability to projects in the Community-based Transportation Plan

Projects listed in the Community-based Transportation Plan that could potentially be eligible for LIFT funding given current guidelines include:

- AC Transit adjustments;
- Expansion of the Auto Loan Program to low-income individuals who do not qualify for CalWORKS;
- Information center;

- Alameda and Marin Counties' Mobility Manager Programs, which were funded by LIFT, could be cited as a precedent.
- Successful programs in other parts of the state and country, which particularly serve low-income senior citizens, can be cited as models.
- Gathering and scripting transportation information for production on local TV station, including translation in multiple languages.

Transportation for Livable Communities (TLC)

Description

MTC created this innovative program to fund community-oriented transportation projects. Capital projects are funded using regional Transportation Enhancement Activities funding from the federal Surface Transportation Program. Funding has also come from the Congestion Mitigation Air Quality program (CMAQ). Awards are made through a competitive grant process. The intent of the program is to improve neighborhood livability and coordinate transportation and land use. Project sponsors are encouraged to submit proposals that improve bicycling, and walking, and encourage transit ridership through transit-oriented development. Current evaluation criteria for capital projects include community involvement, benefits to bicyclists and pedestrians, support for community redevelopment activities, and improved internal community mobility.

Projects in the early or conceptual stage of their development are eligible for TLC planning grants of up to $75,000, which are awarded to help sponsors refine and elaborate promising project ideas. The next cycle will be in Spring 2004. Projects with completed plans are eligible for capital grants, which directly support construction and help turn plans into reality. Capital grants range in size from $150,000 to $2 million per project.

Examples of previous grants in Alameda County included $40,000 to design the San Lorenzo/Hesperian Corridor Transit Improvements, submitted by the San Lorenzo Homeowners Association in conjunction with Alameda County; and bicycle and pedestrian paths and streetscape improvements in the Cities of Oakland, Berkeley, and San Leandro, ranging from $750,000 to $2 million.

Applicability to projects in the Community-based Transportation Plan

The County's and the City of Hayward's pedestrian and bikeway projects would qualify, as well as any traffic calming and pedestrian safety techniques that might also be added, such as crosswalks, improved signage, better lighting, pedestrian-friendly landscaping, and pedestrian safety zones. Community prioritization of the most important locations for neighborhood shelters and bus seating might also qualify for a small planning grant.

Bicycle Transportation Account (BTA)

Description

Through the Bicycle Transportation Account, Caltrans provided $7.2 million in 2002 to local communities for capital projects intended to improve and increase bicycle commuting.

Applicability to projects in the Community-based Transportation Plan

While this source is competitive, it is ideally suited to implement the bicycle improvements in the City's and County's adopted bicycle plans.

Transportation Fund for Clean Air (TFCA)

Description

The Transportation Fund for Clean air is a grant program funded by a $4 surcharge on vehicles registered in the Bay Area, which generates about $20 million a year. The goal of TFCA is to decrease vehicle emissions in order to improve air quality. The fund includes a wide range of project types, such as shuttle and feeder bus service to train stations, ridesharing programs to encourage carpool and transit use, bike lanes, and information projects to enhance the availability of transit information. The Regional Fund comes from 60% of the revenue and is allocated directly by the Bay Area Air Quality Management District. The Program Manager Fund constitutes the other 40% of revenues and is allocated by the Alameda County Congestion Management Agency in this county. Only public agencies can apply for TFCA funds. These funds do not provide long-term funding.

Applicability to projects in the Community-Based Transportation Plan

The County or the City of Hayward could apply on behalf of the community. Many projects in the Plan could be eligible, but the most promising cases for improved air quality might be:

- Information Center (enhancing availability of transit information and increasing transit ridership);
- Scripting transportation information for local TV in multiple languages (enhancing availability of transit information and increasing transit ridership);
- Subsidized carsharing (reducing the need for auto ownership, especially less expensive, older cars, which tend to be more polluting); and
- Bikeways (emphasizing commuter routes to work or school).

This source could also be used for some of the strategies that were not among the top ten including the following:

- Night Shuttle (allowing residents to use transit when neighborhood AC Transit service has ceased to reduce the need for automobile trips);
- School-wide or District-wide organization of Parent Trains (promoting walking instead of auto drop-off to schools).

Safe Routes to School (SR2S)

Description

The State Department of Transportation (Caltrans) most recently solicited project applications from cities and counties in California for Safe Routes to School (SR2S) funding early this year, with an application deadline of February 27, 2004 for Fall 2004 approval. SR2S is a construction program, intended to improve and enhance the safety of pedestrian and bicycle facilities. The maximum reimbursement for all projects will be $450,000, with the local agency providing a 10% local match. Six categories of projects can be funded:

- Sidewalk improvements;
- Traffic calming and speed reduction;
- Pedestrian/bicycle crossing improvements;
- On-street bicycle facilities;
- Off-street bicycle facilities; and
- Traffic diversion projects, such as improved pick-up/drop-off areas at schools.

Applicability to projects in the Community-based Transportation Plan

Bikeways, sidewalks and better lighting leading to schools are ideal applications for this funding source.

Older Americans Act (OAA)

Description

The Older Americans Act was signed into law in 1965 amidst growing concern over seniors' access to health care and their general well-being. The Act established the federal Administration on Aging (AoA), and charged the agency with advocating on behalf of an estimated 46 million Americans 60 or older, and implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence.

Transportation is a major service under the Act, providing needed access to nutrition and other services offered by the AoA, as well as to medical and other essential services required by an aging population. Although no funding is specifically designated for transportation, funding can be used for transportation under several sections of the OAA, including Title III (Support and Access Services), Title VI (Grants to American Indian Tribes), and the Home and Community-Based Services (HCBS) program.

Applicability to projects in the Community-based Transportation Plan

Much of the transportation available under the Older Americans Act is specialized, i.e., designed to assure that seniors can get to meals, nutrition and other program services offered by the Area Agency on Aging, as well as to medical and other outside community services. Although the OAA funds are already appropriated for these services by the

County, it may be possible to suggest that the Area Agency on Aging use some of the funds to pilot a Mileage Reimbursement Program for senior citizens. A discussion of this alternative is included in the appendix.

Community Development Block Grants (CDBG)

Description

The CDBG program is a federal program of grants to local governments, administered by the U.S. Department of Housing and Urban Development (HUD). The Housing and Community Development Act of 1974 established CDBG as a replacement for a variety of federal urban renewal, housing, and neighborhood development programs. CDBG was the first of the federal block grant programs. Both government agencies and nonprofit organizations are eligible for funding. Both the City of Hayward and Alameda County allocate CDBG funds in a competitive process to low-income areas.

Applicability to projects in the Community-based Transportation Plan

Because the target areas are low-income, a number of the projects in this Plan would theoretically be eligible for CDBG funds, subject to the jurisdictions' priorities and guidelines each year. The most likely projects might be:

- Neighborhood bus shelters;
- Expansion of the CalWORKS Auto Loan to the working poor;
- Transportation information center;
- Multilingual transportation information for an information center, for a local TV station, and for transit hubs; and
- Better lighting in select areas near transit hubs or key destinations, such as human services centers and schools.

Alameda County Waste Management Authority and Alameda County Source Reduction and Recycling Board

Description

The Alameda County Waste Management Authority is a 17-member joint powers agency among the County, each of the fourteen cities within the county, and two sanitary districts. The Recycling Board is made up of five elected public officials from the Waste Management Authority and six professional experts in specified areas of waste reduction selected by the Board of Supervisors. Funding for the Recycling Board is derived from a disposal surcharge at the Altamont and Vasco Road landfills. The Authority sponsors a Mini-Grant program to fund innovative projects which will increase individual and community involvement in source reduction efforts, decrease the amount of waste generated and sent to the County's landfills, and encourage the development, marketing and use of recycled products. Applications are reviewed on a first come, first served basis until the total allocation is expended. The 2003-04 allocation is $30,000, with awards ranging from $1,000 to $5,000.

This program is open to all applicants. A separate program of grants to non-profits is also available with specific application deadlines. Among the priorities are Reuse and Waste Prevention.

Applicability to projects in the Community-based Transportation Plan

Central Contra Costa Transit Authority was awarded $14,250 for fifteen recycled-content benches at popular bus stop locations within the Central Contra Costa Solid Waste Authority's service area. A similar application could be submitted to the Alameda County Source Reduction and Recycling Board for benches in the study area's neighborhoods. Non-profits could consider writing a grant application to buy bicycles when the police department auctions off unclaimed bicycles. The bicycles could then be sold at a low cost to community members.

Measure B Bicycle and Pedestrian Countywide Discretionary Fund

Description

Measure B is the transportation half-cent sales tax initiative that was approved by the voters in 1986 and reauthorized in 2000. Each year Measure B generates approximately $800,000 in discretionary bicycle/pedestrian funds. This discretionary fund is administered by the Alameda County Transportation Improvement Authority. The next Call for Projects will be in January 2005. Non-profits may jointly sponsor and implement a project or program, but a public agency must be the applicant and project lead. All projects must have countywide significance, serving residents from more than one jurisdiction or area in Alameda County. Projects should expand and enhance bicycle and pedestrian access, convenience and safety. The minimum funding level is $10,000 and the maximum is $600,000, with no local match required.

Applicability to projects in the Community-based Transportation Plan

This source is well suited to implement the bicycle improvements in the City's and County's adopted bicycle plans in the project area. Other projects could be sidewalks, crosswalks, signage, and lighting. The competitiveness of these projects will depend on whether their location is of countywide significance, such as a sidewalk that fills a gap for better access to transit or a path linking to a hospital or school.

California Office of Safety Grants (OTS)

Description

The California Office of Safety (OTS) awards federal funding on a competitive basis to cities and counties. Evaluation criteria include potential traffic safety impact, collision statistics ranking, seriousness of identified problems and performance on previous OTS grants. Applications are due in January with funding available the following October. In 2003 the City of Hayward Police Department received a grant for its DUI and Seat Belt Enforcement program. Examples of other programs that have received awards include:

- Pedestrian Lighted Crosswalks in Berkeley;
- Neighborhood Speed Reduction Project in Sunnyvale;
- Safe Schools Program, including a Walk to School project, in San Francisco; and
- Neighborhood Traffic Watch Program in Redwood City and Contra Costa County.

Applicability to projects in the Community-based Transportation Plan

Working with the City or County, the community could focus on neighborhood lighting to improve pedestrian safety at intersections or bus stops.

Regional Measure 2: Election for $1 Bridge Toll Increase

Description

Regional Measure 2, introduced as Senate Bill (SB) 916 by Senator Don Perata, provides for an additional $1 toll on all state-owned bridges (excluding the Golden Gate Bridge) in the Bay Area to fund projects in seven bridge corridors. The measure, which passed on the March 2004 ballot, provides up to $120 million annually for Bay Area traffic relief. This bill defines the Bay Area Toll Authority (BATA) as a separate entity governed by the same governing board as the MTC. The bill makes the BATA responsible for the programming, administration, and allocation of toll revenues from the state-owned toll bridges in the Bay Area.

Applicability to projects in the Community-based Transportation Plan

Projects in the Community-based Transportation Plan that could potentially be eligible for funding through Regional Measure 2 include:

Bikeways

Bicycle and pedestrian improvements in Hayward, Ashland and Cherryland may be eligible for funding. The Expenditure Plan for Regional Measure 2 gives priority to bicycle and pedestrian projects that "best provide access to regional transit services." A project could be jointly sponsored by the East Bay Bicycle Coalition and the Transportation and Land Use Coalition. These sponsors must identify a public agency cosponsor for purposes of specific project fund allocations.

AC Transit Improvements

Real-time Transit Information, a project called out in Regional Measure 2, would address community complaints about lack of knowledge at a bus stop—whether a bus was late or had already left the stop, particularly at key transfer points. The *Regional Express Bus system* envisioned by Regional Measure 2 would reduce the time of some regional transit trips, targeting one of the issues raised by the community. The *AC Transit Enhanced* Bus project would be developed along International Boulevard, providing faster service to Ashland and Cherryland residents along the corridor. Another project in Regional Measure

2—*Travel Commute Benefits Promotion*—could ease some concerns about the cost of transit. The goal of the project is to increase the participation rate of employers offering employees a tax-free benefit to commute to work by transit. However, low-income persons, by definition, do not pay high taxes, so the program would have limited impact. One possible result could also be an increase in Guaranteed Ride Home programs as a companion workplace benefit in a comprehensive employer trip reduction plan.

Job Access and Reverse Commute (JARC)

The Job Access and Reverse Commute program (JARC) provides grants to communities to fill gaps in employment transportation. The primary beneficiaries of this program are low-income families that otherwise would have a difficult time getting to jobs and other services like childcare and training. With welfare-to-work regulations requiring millions of families to enter the workforce, many communities understand that they must address the transportation barriers that prevent many of these low-income families from getting and keeping paid employment. Job Access and Reverse Commute grants must be used to provide new services and not for planning or coordinating activities or to fill gaps in existing services. Projects must be integrated into or coordinated with the existing transportation system to make efficient and effective use of existing transportation providers and systems.

The JARC program authorizes two kinds of grants: Job Access grants and Reverse Commute grants. Job Access projects are aimed at developing new transportation services for low-income workers and/or filling in gaps in existing services. This program is designed to serve eligible low-income individuals whose family income is at or below 150 percent of the poverty line and need access to and from jobs, job-training programs, and education activities related to their employment. Reverse Commute projects are intended to provide transportation to suburban jobs from urban, rural and other suburban locations — but not necessarily just for low-income people. This program addresses the commonly held "spatial mismatch" theory supported by the fact that two-thirds of all new jobs are in the suburbs while three-fourths of low-income workers and individuals moving from welfare to work live in inner cities and rural areas.

Some examples of eligible Job Access projects include:

- Adding late night and weekend services for workers with nontraditional schedules,
- Providing a guaranteed ride home service,
- Starting a shuttle service,
- Extending or rerouting bus services to go further into low-income neighborhoods or suburban areas with employment opportunities,
- Providing an “on-call” van service, and
- Sponsoring ridesharing and carpooling activities.

Besides providing actual transit services, Job Access grants may also be used for:

- Operating and capital costs for equipment, facilities and maintenance related to providing access to jobs services,
- Promoting transit vouchers for welfare recipients and low-income individuals purchased by appropriate agencies, but not for the transit vouchers themselves,
- Promoting employer-provided transportation, and
- Targeted marketing and advertising to increase awareness among welfare recipients and low-income communities of transportation options.

Job Access and Reverse Commute grants will not cover purchasing individual transit passes, construction of child care centers and employment support facilities at transit hubs, or vehicle purchases for private automobile ownership.

Federal Section 5310 Funds

Federal funding, under 49 U.S.C. Section 5310, provides capital grants for the purpose of assisting private nonprofit corporations and, under certain circumstances, public agencies in providing transportation services to meet the needs of seniors and persons with disabilities for whom public mass transportation services are otherwise unavailable, insufficient, or inappropriate. Through an annual application process, program grants are made for up to 80% of the total project cost. Applicants must have funds available to pay all operating and maintenance costs for the vehicle. Eligible projects include accessible vans and buses, communication equipment, and computer hardware and software.

Potential Future Government Funding Sources

MTC-Transportation 2030 (T2030)

Description

Although no direct funding is provided from Transportation 2030, the regional transportation plan, projects must be included in the plan to be eligible for future funding allocations from MTC. In December 2003, MTC adopted Resolution 3609, which over the next 25 years dedicates $216 million to Lifeline Transportation, $200 million to the regional bicycle/pedestrian program, and $454 to the Transportation for Livable Communities/Housing Incentive Program. However, transit operators are projecting operating deficits in T2030 which would likely hobble AC Transit's and BART's ability to increase or even maintain services.

Applicability to projects in the Community-based Transportation Plan

As indicated above, the regional transportation plan does not directly provide funding, but projects must be included in the plan to be eligible for future funding allocations. Projects identified in the Central Alameda Community-based Transportation Plan could potentially be funded through various T2030 programs, such as Lifeline Transportation, the Regional

Bicycle/Pedestrian program, and Transportation for Livable Communities/Housing Incentive Program.

State Environmental Justice and Community Based Transportation Planning Grants (EJ)

Description

Caltrans—the California Department of Transportation—introduced two grant programs in 2001-02 that would have applicability to the Cherryland, Ashland and Hayward-area projects: the Environmental Justice Grant Program and the Community Based Transportation Planning Grant Program. Because of the State's budget deficits, it is unlikely that these grants will be available in the near term, although the programs may be revived in the future.

Both grants were funded by State Highway Account Funds for a maximum of $300,000 to cities and/or MTC. The Environmental Justice grant required a 10% non-State local match for demonstration projects in environmental justice planning. The Community Based Transportation Planning Grant required a 20% non-State local match to fund planning projects that support livable community concepts.

Applicability to projects in the Community-based Transportation Plan

One example of a project that might be considered by Caltrans would be involvement by the community in planning the details of a transit service at certain hours of the day or night. Should Caltrans reinstitute this program, the guidelines would likely support other projects in this Plan as well.

Private Foundations

Many small, focused projects that target low-income populations are eligible for foundation grants. The following is a list compiled by the Metropolitan Transportation Commission and by Nelson\Nygaard Consulting Associates of some foundations that could potentially be interested in funding the projects listed in this Community-based Transportation Plan. The list is by no means exhaustive but is suggestive of the types of grants that may be available.

This section includes some detail about seven promising foundations from their websites. The detail is included here in order to direct and assist agencies, community-based organizations, and residents who may take the lead on implementing some of the solutions in this Plan. However, foundation grants are highly competitive and more research would be needed before applying. Foundations often encourage the submittal of a short letter of inquiry so that applicants can determine the foundation's interest before investing time in a proposal. Additional research could be conducted on grants aimed at specific ethnic groups, such as Hispanic and Vietnamese.

Robert Wood Johnson Foundation

Description

The Robert Wood Johnson Foundation is a philanthropy organization that seeks to "improve the health and health care of all Americans", providing grants in a variety of areas from basic health care access to creating communities that foster healthier habits. Grant opportunities for projects listed in this Plan include funds through the Active Living by Design program, which focuses on creating walkable physical environments, particularly in low-income communities, to encourage healthy and active lifestyles and pedestrian access. Typically, the proposal must be sponsored by a non-profit organization.

Applicability to projects in the Community-based Transportation Plan

Pedestrian projects may be eligible for grants from this foundation. Other funding may be available for special services to improve transportation access to medical facilities.

Nathan Cummings Foundation

Description

The Nathan Cummings Foundation is committed to democratic values and social justice, including fairness, diversity, and community. A key objective of this foundation is to assure access to quality health care, goods and services, especially for those who confront barriers due to low- to moderate-socioeconomic status, race, ethnicity, or gender. Special attention will be given to efforts that address the health disparities that exist between the rich and the poor and build bridges between the common concerns of disparate constituencies.

Applicability to projects in the Community-based Transportation Plan

Because access to health care is an issue raised by the community, a shuttle to health care facilities might be a project for submittal to this foundation. Priority attention is given to efforts that are national in scope and efforts that have the potential of having a multi-state or statewide impact and can be replicated. Involvement of health care providers, such as St. Rose Medical Center, in the project area could strengthen a health access service proposal as a demonstration project that could be replicated throughout the state.

William G. Irwin Charity Foundation

Description

According to the Executive Director, the foundation's trustees are interested in bricks and mortar, not program grants for studies or operations. It has funded several vans for a San Francisco AIDS non-profit organization. It also funds a number of first-time grants each year for proposers who do not expect ongoing funding. Applicants can send in a two-page "request for expression of interest" to obtain a reading about whether their proposal would be considered.

Applicability to projects in the Community-based Transportation Plan

Capital grants for neighborhood bus shelters and bus stop seats or vans for a public flex-route night service might be suitable projects for this foundation.

Zellerbach Family Foundation

Description

The mission of the Zellerbach Family Foundation is to improve human service systems and strengthen communities. Grants in the human service area help improve the management, practice and accountability of public systems serving vulnerable adults, families and children. The primary focus of these grants is in the mental health and child welfare service systems and their interaction with other human service systems, including the criminal justice and education systems. The Strengthening Communities category aims to improve the health and well-being of individuals and families living in distressed neighborhoods. A key priority is to improve the structure and strength of neighborhood institutions and community-based organizations. The foundation's grants range from $3,000 to $100,000, and average $30-40,000.

Applicability to projects in the Community-based Transportation Plan

Possible projects in this Plan that may be eligible for Zellerbach Family Foundation funding include:

- the Transportation Information Center (responding to a strategy to increase "opportunities for residents…to connect with one another" and to "improve the structure and strength of neighborhood institutions"),
- a Children's Shuttle (responding to an interest in "child welfare") or a shuttle to increase access to health care (responding to an interest in "mental health and child welfare"). Although shuttles were not identified as priority projects in the short- term, they may be considered in the long-term (see appendix for a discussion of shuttle services).

East Bay Community Foundation (EBCF)

Description

The East Bay Community Foundation is particularly focused on efforts that benefit under-resourced, marginalized communities and communities where demographic changes have created new challenges. Through the competitive grants program, EBCF has supported community building with immigrants, with the disabled, and with groups historically marginalized by race and ethnicity. The 2003-04 priorities which may be particularly applicable to the Plan's target areas include:

- Programs and organizations that promote dialogue and inter-ethnic leadership development in diverse neighborhoods and broaden the participation in the

democratic process, especially among immigrant populations, youth or other groups that tend to be disengaged in the democratic process.

- Provide training and support to those struggling to achieve or maintain economic independence, with an emphasis on programs that foster self-sufficiency, such as job training….
- Increase access to quality early childhood care and education, with an emphasis on strengthening the child care system, and addressing key services gaps in early childhood education, including mental health and culturally appropriate services.

Applicability to projects in the Community-based Transportation Plan

With its emphasis on assisting immigrants, the Transportation Information Center and multilingual translations of information may be a good match for a grant from this foundation.

Surdna Foundation

Description

Surdna Foundation's Environment Program goal is to prevent irreversible damage to the environment and to promote more efficient, economically sound, environmentally beneficial and equitable use of land and natural resources. With primary focus on reducing vehicle miles traveled and maximizing accessibility over mobility, examples of this foundation's interests are:

- Analyzing government policies and subsidies regarding the automobile and fostering alternative solutions;
- Supporting community involvement on transportation and land use reform; supporting programs that foster open space, park land creation, urban conservation, and broadly, livability; and
- Advocating consumer choice in the marketplace.

Applicability to projects in the Community-based Transportation Plan

Projects that may fit with this foundation's emphasis on reducing automobile miles and enhancing access for consumer choice include the Subsidized Carsharing Program or services that supplement Lifeline routes, such as the evening flex-route being reviewed by AC Transit.

Evelyn and Walter Haas, Jr. Fund

Description

The Fund has two areas that may be applicable for projects in this Plan. The Strengthening Neighborhoods program area seeks to strengthen low-income neighborhoods by building their capacity for community improvement. In each neighborhood, local stakeholders should be involved in determining priority needs and designing and implementing

strategies. Typical projects might include efforts to address safety concerns, to increase access to basic city and retail services, or to improve transportation or housing. The program area of Promoting Diversity and Inclusiveness seeks to amplify the voices of diversity and ensure that each community can actively and effectively participate in civic life.

In 2002 City CarShare received a two-year grant of $150,000 to establish car sharing in low-income neighborhoods of San Francisco and Oakland. Transportation for Livable Cities received $25,000 to promote walking, biking and access to transit.

Applicability to projects in the Community-based Transportation Plan

Establishing a carsharing program in the study area may be an eligible project for this Fund. The Transportation Information Center and providing transportation information in multiple languages on local TV or on signage in the community could also be eligible projects. Expanding the Auto Loan Program to the working poor is another project that increases access and allow users to more fully participate in civic life, which are priorities of the Fund.

Other Sources

City and County Funds

Many of the projects identified in the public outreach fall under the responsibility of local government. For example, the community identified a need for increased traffic enforcement, more policing to make the streets safer, landscaping, signage, and crossing guards. (Occasionally, a city will provide crossing guards, although this function is usually in the purview of the school district.) Community members can make their needs known through processes established by the City and the County to allocate the funds they control. Their funds come from many sources, including various federal and state sources and local property and sales taxes. When this Community-based Transportation Plan is completed, it will be sent to both the City of Hayward and Alameda County, as one method of communicating the needs identified during the development of the Plan. Nonetheless, community members should continue to advocate for the high priority projects in their neighborhoods, as these projects will be in competition for funds with other projects in the jurisdiction.

However, the City and the County are facing serious cutbacks in critical services, due to the economic conditions in the region and the state. Therefore, it is unlikely that the City and the County will fund many of the projects in this Plan in the short term. New local funding for some of these projects could come from voter-approved parcel taxes or benefit assessment districts. For example, the City of Oakland will be placing a measure on its ballot asking for a parcel tax to increase community policing. Homeowners or businesses that desire sidewalks, for example, could vote to assess themselves for the cost of installing them. While new taxes are generally an unpopular solution, if the costs are spread among many, the actual amount may be manageable for individual taxpayers.

Advertising Agency

AC Transit contracts with an advertising agency to install and maintain bus shelters on major streets throughout the district. About 60-70 are already installed in Hayward. As the community identifies additional locations, AC Transit is willing to locate more shelters. However, the advertising agency will only install shelters in high visibility locations under this program. If funding is found for the capital costs of shelters on neighborhood streets, the advertising agency may be willing to maintain them.

Other sources that could be approached for projects for specific projects include:

Local retailers

Businesses that would benefit from increased customers, such as grocery stores and shopping malls, might consider funding part of the costs of a shuttle.

Service clubs and fraternal organizations

Organizations such as the Rotary Club, Soroptomists, Kiwanis, and Lions often take on special projects. They might be contacted for projects such as a mileage reimbursement fund or a van for a community or children's shuttle. A service club could be approached for volunteers to serve as crossing guards at a school or to help provide multi-lingual transportation information.

Employers

Employers who are in need of workers are sometimes willing to underwrite transportation in order to fill their labor needs. As the economy improves and the population ages, a labor shortage could occur providing an incentive for employers to put funds towards transportation programs. Employers may be willing to contribute to a flex route night shuttle, a subsidized car-sharing program, subsidized vanpools, or a shuttle to their employment site. This strategy should be kept in mind as a long-term strategy for future funding.

Developers

Residents should be alert to new projects proposed for their community as the developers seek approval from the City of Hayward or Alameda County. Impacts on the community are mitigated by conditions on the project's approval. For example, when IKEA located in East Palo Alto, it agreed to pay $1 million annually to the city for transportation mitigations, including improvements to SamTrans, the bus operator.

Chapter 9. Implementation

To implement the recommended solutions requires a wide range of activities. While the staff from AC Transit, Alameda County, the City of Hayward and local nonprofits would lead most of these activities, the process will benefit from involvement by MTC, the Alameda County CMA, ACTIA and the County Board of Supervisors. This chapter discusses the steps that must be taken to implement the recommended solutions, who needs to perform them, and the sequence in which they need to be done.

For each of the issues identified below, this Plan assumes funding is secured and decisions about oversight and management have already been made.

1. Adjustments to AC Transit Service

The lead agency for the implementation of this solution is AC Transit.

Three separate implementation issues are discussed for AC Transit:

- More frequent bus service
- Extended bus service hours to cover early mornings and evenings
- Door-to-door transit service (i.e. demand-response service)

A. More frequent bus service

Figure 9-1 lists current bus lines that serve the study area, including their frequencies and hours of operation. While some of these routes did not exist when MTC conducted their lifeline transit network analysis, all of the routes that were in place meet at least two of MTC's four criteria to be qualified as a lifeline route (most often "serves CalWORKs clusters" and "serves essential destinations").

Figure 9-1 Frequency of AC Transit Services in the Study Area

Route	Frequency	Start Time	End Time
77	30 minutes weekdays 60 minutes weekends	5:50 AM weekdays 8:30 AM weekends	6:30 PM weekdays 6:50 PM weekends
84 (formerly the 90)	30 minutes weekdays 60 minutes weekends	5:17 AM weekdays 8:00 AM weekends	8:10 PM weekdays 7:00 PM weekends
93	30 minutes weekdays 60 minutes weekends	6:00 AM weekdays 7:20 AM weekends	9:00 PM weekdays 7:00 PM weekends
97	20 minutes weekdays 30 minutes weekends	5:35 AM weekdays 6:50 AM weekends	11:40 PM weekdays 10:15 PM weekends
99	30 minutes weekdays 30 minutes weekends	12:25 AM weekdays 12:50 AM weekends	10:15 PM weekdays 7:10 PM weekdays

Figure 9-2 provides costs for running one additional bus during each hour of operation, using the rate of $91 per service hour.

Figure 9-2 Costs of Increasing Frequency to Preferred Frequency

Route	Preferred Frequency	Marginal cost (annualized)[1]
77	20 minutes weekdays 30 minutes weekends	Weekday: $890,663 Weekend: $298,116
84 (formerly the 90)	20 minutes weekdays 30 minutes weekends	Weekday: $1,246,928 Weekend: $312,312
93	20 minutes weekdays 30 minutes weekends	Weekday: $712,530 Weekend: $217,672
97	15 minutes weekdays 20 minutes weekends	Weekday: $1,068,795 Weekend: $366,730
99	20 minutes weekdays 20 minutes weekends	Weekday: $783,783 Weekend: $255,528

(1) The marginal cost was derived by multiplying the service hours required, the number of weekdays or weekend days in a year, and $91 per service hour. For example, the marginal cost for weekday service on bus line 77 was obtained by multiplying 12.5 service hours, 261 weekdays in a year, and $91 per service hour. All numbers are approximate based on total number of buses required to serve the route and meet the proposed increase in service based on interviews with AC Transit planners.

B. Extended bus service hours to cover early mornings and evenings

Figure 9-3 provides costs for extending service one additional hour earlier in the morning (with the exception of Route 99) and additional hours in the evening so that service ends between 11:00 PM and 12:00 AM on weekdays and around 10:00 PM on weekends, again using the rate of $91 per service hour. To simplify the process for these cost estimates, each line's frequency is maintained throughout the day, with no variation for peak versus off-peak hours.

Figure 9-3 Extending Service Hours of AC Transit Services in the Study Area

Route	Frequency	New Start Time	New End Time	Marginal cost (annualized)[2]
77	30 minutes weekdays 60 minutes weekends	4:50 AM weekdays 7:30 AM weekends	11:30 PM weekdays 9:50 PM weekends	Weekday: $855,036 Weekend:$113,568
84 (formerly the 90)	30 minutes weekdays 60 minutes weekends	4:17 AM weekdays 7:00 AM weekends	11:10 PM weekdays 10:00 PM weekends	Weekday: $665,028 Weekend: $132,496
93	30 minutes weekdays 60 minutes weekends	5:00 AM weekdays 6:20 AM weekends	11:00 PM weekdays 10:00 PM weekends	Weekday: $285,012 Weekend:$75,712
97	20 minutes weekdays 30 minutes weekends	4:35 AM weekdays 5:50 AM weekends	1:40 AM weekdays 12:15 AM weekends	Weekday: $166,257 Weekend: $33,124
99	30 minutes weekdays 30 minutes weekends	24 hour service 12:50 PM weekends	24 hour service 10:10 PM weekdays	Weekday: $142,506 Weekend: $42,588

(2) The marginal cost was derived by multiplying the number of buses needed per hour (frequency), the number of new service hours recommended (three per day per bus line), the number of weekdays or weekend days in a year, and $91 per service hour. For example, the marginal costs for weekday service on bus line 77 was obtained by multiplying six buses per hour, three additional hours of service, 261 weekdays in a year, and $91 per service hour.

C. Door-to-Door Transit Service (i.e. demand-response service)

Door-to-door transit service is essentially a demand-response service for late-night requests, especially ones that occur outside of current bus service hours. The customer would call a dispatcher to receive service, with pick-up points being at the Bayfair and South Hayward BART stations. AC Transit is currently investigating demand-response options, working with Caltrans. The main constraint is getting the right dispatch technology to make this service work. One of the most promising options may develop out of UC Berkeley's PATH technology program which would allow for automated dispatching. AC Transit is looking toward a potential pilot program in Hayward, but special funding for this project has not been secured.

Given current technologies, demand-response service would cost approximately $75 per vehicle service hour including dispatch. This can be annualized to $137,025 for weekday service and $54,600 for weekend service per BART station.[1]

* * *

For more frequent service to be implemented, AC Transit's Service Plan would require modifications. Changing AC Transit service is a multi-stage process that will require the agency to carry out a number of service and operational tasks. It will be necessary to

[1] This service would need to run from about 6:30 PM (when some of the buses stop running) to 1:30 AM (after the last BART train arrives at S. Hayward station), a total of seven hours a day, 261 weekdays per year and 104 weekends per year.

confirm community support of the specific strategies. For example, demand-response service is identified as a preferred solution, but implementing this may require negotiations or a formal bid process for outside contractors. Assuming funding is in place, AC Transit staff is directed to review the components of the preferred service alternatives and make necessary modifications. This modified service plan should then be presented to the public and the AC Transit Board.

AC Transit staff and the Board have been included in the review process of the CBTP. In order to move ahead with a detailed plan to implement the proposed service changes, it will be important for staff to detail specific routes for service/frequency improvements, identify operational needs and address capital considerations. The AC Transit Board will then have to review and approve the service modifications.

The public had an opportunity to review and comment on the scenarios. Nevertheless, when AC Transit eventually approaches implementation, increasing the frequencies and/or service hours for fixed route service, further opportunities for public comment are encouraged.

Once funding and approval of the service increases are assured, AC Transit staff will be responsible for finalizing running times for the development of accurate route schedules, driver assignments and vehicle allocation. Changes to public informational materials will also be required, as well as providing notices to riders on the routes to be changed. The implementation period for extending service hours or increasing frequencies, for example, will depend on the availability of staff and other pressing needs at AC Transit, but the agency has a track record of moving swiftly with service changes. Assuming equipment and staffing needs are met, following approval from the Board, service changes should be able to be finalized within a six-month period, including changes to public information and marketing materials.

2. Bus Shelters

The lead agency for the implementation of this solution is AC Transit.

This solution involves two separate implementation issues:

- Installation of new bus shelters
- Improved maintenance of bus shelters

As noted in Chapter 7, since the program is already in place, it is easy to implement in certain locations. If the location for the new shelter is on a major thoroughfare, the advertising agency needs only to be told where to install a shelter, following the standard protocol (the advertising agency is willing to locate shelters at nearly any location that meet the minimum level of traffic).

However, if the location is in a neighborhood, the main obstacle is justifying its need enough for it to merit funding given competing uses for those funds and that the other locations are free. Based on a review of routes, it is estimated that up to 40 bus shelters would be desirable in the study area.

Through a joint powers agency (JPA) with AC Transit as the lead agency, the City of Hayward and Alameda County are part of an aggressive and successful bus shelter plan and respond to citizen requests to install shelters when they can be accommodated in accordance with ADA standards. These shelters are provided to the Joint Powers Authority (JPA) members at no charge in most instances and the contractor is responsible for their maintenance. Consequently, requests for bus shelters should be directed to the appropriate staffs in the City of Hayward and Alameda County.

3. Transportation information on a Local Television Station

The lead agency would be AC Transit partnering with Hayward, San Leandro, and San Lorenzo AT&T Community Access, Channel 3.

As noted in Chapter 7 (and presented at the community Open Houses in February), an existing 10-minute transit education film entitled "Making Public Transit Work for You" is available for presentation in the study area. The film was produced by the Contra Costa Commute Alternative Network and the Bay Area Air Quality Transportation Fund for Clean Air, who have offered the film to Alameda County. The film could be translated into additional languages and information about the local transit services available in Cherryland, Ashland and South Hayward could be added to the film to provide more local context. A new translation and voiceover could be done relatively quickly (less than four months) and inexpensively by local cable access station staff if community involvement in translation is provided and there is a strong lead agency in place, such as AC Transit to manage community participation (e.g., secure a Farsi translator) and production.

If there is interest in adapting the video to include local transit information appropriate for Central Alameda County, the process could take up to six months and again would require involvement by AC Transit and cable television staff. The flexibility of cable television staff will play a critical role in the speed at which the effort can be implemented. In interviews with cable access station staff, they indicated that they would do a program whenever they have schedule availability, which can vary from season to season.

4. Transportation Information Center in the Community

An agency or organization must come forward to take the lead in this effort. Suggested organizations include the Hayward Area Recreation and Park District, Ashland Community Center, Eden Youth and Family Center, Eden I & R, St. Rose Hospital, or a private business or mall.

The solution here is a drop-in information center and single telephone number to dial for local transportation information. Ideally, the center would be operated by a local nonprofit, such as Eden Information and Referral services, which is well known locally. The center could also come under a governmental agency, an existing community-based service provider or private business. Housing the program in an already existing agency would substantially reduce capital costs and time to implement. Whether the program is part- or full-time, it would likely take six to eight months to set it up within an existing organization.

This solution provides a possible funding source for a local nonprofit. Based on discussions with representatives of nonprofits in the service area, an infusion of funding to support a community-focused activity could be enticing. Alternatively, if operated or overseen by a private business it could encourage transit riders to purchase or utilize the services of the business, which could provide additional marketing exposure within the community.

Even if a local nonprofit or business assumes responsibility for this function, oversight by MTC, AC Transit and/or BART would be critical to ensure information is always accurate and up-to-date. For example, a protocol will have to be established to ensure information about service changes or new programs is immediately presented to the public via the information center. It should be noted that ACTIA is currently looking to staff a public information telephone number about paratransit services in Alameda County, so some piggybacking could also be done to reduce costs for the two separate programs.

Assuming staff is in place, a facility is secured and all needed equipment is available, such a program could effectively be established within a six-month period (housing the program in an already existing agency would substantially reduce capital costs and time to implement.) This would include time for staff training, determining how language interpretation is addressed, community presentations and marketing for the new information center

5. Comprehensive Information about AC Transit at Bus Stops and on Buses

The lead agency for the implementation of this solution is AC Transit.

It is important to maximize the casual marketing value of information services such as signage. Information sources should always present the necessary information as clearly and concisely as possible. Informative bus stops provide an invaluable ongoing marketing function. Comprehensive bus information shows people who are not familiar with AC Transit that it exists and might be available to them. It also reassures riders that they are at the correct location. Information signs at AC Transit bus stops and shelters signs should be clear, and should include the system name and logo.

According to AC Transit, they would need to add new information locations to the current system for distributing printed information. Adding signage and materials that AC Transit already stocks would be relatively easy to install and distribute and could be completed throughout the study area within three to four months. Keeping this information updated would need to be included and funded as part of an internal maintenance and public information task list. AC Transit staff would be responsible for adding this responsibility and maintaining this task list.

Distributing existing stocks of take-away brochures on the buses would require the installation of brochure holders, and frequent re-stocking of information. New information display cases at bus stops would be more complicated to implement initially. It would involve determining appropriate locations for the cases, installing them, and placing the appropriate information in the information cases. Responsibility for this would rest with both AC Transit staff and the advertising firm that is responsible for the shelter program.

Depending on what is currently available, new informational materials may or may not need to be developed. If existing stocks can be used at bus stops in the study area, an initial program of improved information could be implemented within a six-month period. It is recommended that AC Transit staff consult with staff from the recommended transportation information center, who may be able to play a role in the upkeep and management of community public transit information at AC Transit bus stops.

6. Multilingual Translation of Transit Schedule, Signs and Other Information

An agency or organization must come forward to take the lead in this effort. Suggested organizations include AC Transit, BART, Eden Information and Referral (I & R), Alameda County, the City of Hayward, or a local nonprofit organization.

Implementation requirements will vary based on the type of materials provided through the program. The cost of translation will vary depending on the word count and technical complexity of the content to be translated.[2] In any case, implementation time should be short (one to four months) to translate informational materials. The preparation of final materials for distribution may require four to six months lead time depending on the format.

The lead agency or organization, working with staff from the various transportation programs and transit services in the community, would be responsible for identifying informational materials that should be translated, as well as public outreach where translation is appropriate. To boost community participation in this process, local residents and nonprofit organizations can be used to do the translations. With organizations such as a Farsi-speaking group in South Hayward, Hispanos de Ashland, and social service agencies who work with an array of new immigrant groups, local talent can be tapped to provide culturally appropriate translations for their community.

7. Sidewalks

The lead agency should be the Alameda County Public Works Agency and Redevelopment Agency.

The implementation of sidewalks in the Cherryland area has been an issue for many years. Supervisor Nate Miley's office and United Seniors of Oakland and Alameda County, as well as Alameda County Redevelopment Agency have been involved in the process. One of the greatest constraints to moving forward with this solution has been limited funding. Sidewalks are expensive ($500,000 per block) and require extensive coordination between departments and agencies for street design, walkways, curbs, gutters, etc.

Interdepartmental coordination of funding and implementation can take several years. After that, new sidewalks would take one to two years to implement in Cherryland from design to public comment to construction. Alameda County Public Works Agency has a plan currently in place for the improvements of a few streets in the community and the Redevelopment Agency has secured limited funding for some new sidewalks in the

[2] Translation could also be done in-house, should the transit operators have employees who are native speakers, or by a local organization with translation skills.

Cherryland area. The public has been included in the process of identifying key sidewalk needs and community meetings have been conducted.

The next steps will be to secure funding for additional sidewalks, based on the needs identified by community members and address the recommended sidewalks identified in existing plans. Assuming new funds can be secured for expansion of the sidewalk program, the Public Works Agency and Redevelopment Agency should continue their program of community meetings, sidewalk design, and implementation. AC Transit should also play a key role in sidewalk installation because the lack of sidewalks limits the agency's ability to provide transit service in the community. Priority streets for AC Transit should be considered as critical locations for sidewalks. As a partner in the installation of sidewalks, AC Transit should carefully consider where bus stops should be located so that a comprehensive program of sidewalks, accessible bus stops, and pads for shelters can be implemented at one time.

When locating bus stops, consideration should be given to safe and feasible bus operations (buses must be able to effectively pull in and out of bus stops), the minimization of walking distances for the majority of passengers (central and close to key travel destinations), pedestrian safety, and the minimization of bus stop interference with the flow of traffic.

8. Better Lighting

The lead agencies for the implementation of this solution are the City of Hayward and the Alameda County Public Works Agency.

One of the first steps for the lead agency will be to work with AC Transit and community residents to identify the most critical locations for lighting. Community members have stressed their concerns are about walking around the community during early morning hours or at night, and also getting to and from bus stops and waiting at bus stops in the dark. Assuming funding is available, it is recommended that a public workshop be held by the lead agency to specify lighting locations.

The lead agencies would be responsible to obtaining approval from the residents who live or own property at or nearby the proposed lighting locations. This effort could take four to six months, depending on the availability of staff and the level of local concern.

Once the installation has received the requisite approvals, installation of new lights can be completed within six months.

9. Improve Bicycle Access

A lead agency may be determined based on the activity undertaken, type of funding used and the interest of the agency/organization in leading the effort. Possible lead agencies for the implementation of this solution are the Alameda County Public Works Agency or Redevelopment Agency, the City of Hayward, or a nonprofit organization.

Three different types of bicycle access improvements are identified in this plan:

- Bicycle racks for public use.
- Bicycle lanes along certain roadways in the study area.
- Low-cost bicycles in combination and bicycle maintenance programs

If Alameda County and the City of Hayward were to identify new bicycle corridors in the study areas, it would require an additional bicycle planning process, which could take one year. The lead agencies would have to take full responsibility for this effort, which would require careful coordination with various other agencies, County and local bicycle plans, and entities including the CMA and ACTIA. Once the appropriate locations for new bicycle lanes have been identified, striping and signage can be installed in a short time (within six months) assuming no roadway redesign is necessary. If roadway redesign is required, the process would likely require environmental review and could take up to three years for implementation, assuming funding is available.

After the appropriate locations for bicycle parking facilities have been established as part of the area-wide network, installation of these facilities is relatively easy. Community involvement is recommended as part of this process to identify specific locations where bicycle racks are preferred and the characteristics of those racks. New racks could be put into place within six months; lockers within six to 12 months. This would have to be overseen by the lead agency, but will require careful coordination with local schools and businesses, and possibly BART.

With a dedicated funding source for the bicycle purchase assistance program, it may take up to four months to identify a program manager, which may be a nonprofit organization, but could be led by a public agency. This program would require careful oversight and administration. Depending on the source of bicycles, it may also require a volunteer and donation system, which would be overseen by the project manager or could be stipulated as part of the program funding package. The project manager would also have to develop a public information plan and oversee its implementation to community members, volunteers, police, schools and public safety organizations. The entire implementation process, assuming funding has been secured, could take as much as 18 months to two years. Such a program would require ongoing evaluation of its efficiency and effectiveness by not only the program manager, but also outside partner organizations.

10. Low-Cost Auto Loans and Carsharing

The lead agency for the implementation of the Auto Loan Program would be Eden Youth and Family Center/SEATAPP or another nonprofit. The lead agency for the carsharing program would be participating employers and/or City CarShare.

SEATAPP's auto loan pilot project could be expanded to include other low-income residents in the project area. An income threshold would need to be established, with pre-screening of applicants by this local nonprofit or another organization. Depending on the funding stipulations, an organization other than SEATAPP would likely need to develop policy requirements and procedures for the program. This could include the Department of Social Services, the Alameda County CMA or another agency.

New loan guarantee funds would need to be established for different program criteria: $60,000 to provide the initial revolving fund for a program writing 20 loans per year. The annual administration of an expanded program assumes additional staff time, and would cost about $30,000 per year. To set up a new program, administrative costs could be as high as $100,000 annually. This program would build on an existing program, so aside from the task of devising and administering new eligibility criteria, it would fit well within the existing program and could be implemented within a short time frame.

Carsharing also has a model program already in place: the City CarShare organization. However, they do not have any "pods" (where the cars are kept when not in use) in the study area. Employers or social service providers would have to come forward and express interest in taking a lead role, which may require significant outreach by the Alameda County CMA. Once an employer or provider determines they want to proceed with this option, they would need to begin negotiations with City CarShare about establishing a pod in the appropriate location. To establish the pod, promote the program, and register participants would take six months to one year (total implementation time is 12 to 18 months).

Conclusion

This chapter has described a significant number of tasks that are required to implement the recommended solutions for the CBTP. These tasks would need to be refined by staff, and additional steps may be necessary depending on the funding source or how the various lead agencies choose to implement the recommendations in this report. The length of time it may take to fully implement the recommendations for each solution may vary depending on capital acquisitions, staffing, participation from local jurisdictions, and funding.

Appendices

Appendix A. Community Organizations and Agencies Represented

Regional Issues and Implications

Road Program Manager, Alameda County Public Works Agency
Board Members, Hayward School District
Asst. Deputy Director, Alameda County Redevelopment Agency
Sr. Transportation Planner, Alameda Co. Community Develop.
Senior Planner, BART
New Initiative/Neighborhood Coordinator, Alameda County Social Services Agency
Senior Planner, AC Transit
Manager Long Range Planning, AC Transit

Cherryland and Ashland Issues

United Seniors of Oakland and Alameda County
Office Specialist, Sunset Adult School (Hayward School District)
Hispanos de Ashland
Principal, Cherryland Elementary School (Hayward SD)
Cherryland Elementary School (Hayward School District)
Recreation Coordinator, HARD
Community Organizing for Renewal
Program Director, Banyan Street Transitional Housing
Regional Center of East Bay
Executive Director, FESCO - The Family Center
Assistant Principal, San Lorenzo High School

South Hayward Issues

Senior Transportation Planner, City of Hayward
Coordinator, Community Outreach Leadership Development Program
St. Rose Hospital
Program Director, South Hayward Activities Program
Neighborhood Partnership Manager, City of Hayward
Social Services Planning Manager, City of Hayward
NCCD/Glad Tidings
Vesper Society
Director, La Familia Counseling Service
Transportation Coordinator, SEATAPP
Coordinator, Family Resource Center
Education Technology Director, Intel Computer Clubhouse
Regional Center of the East Bay
Coordinator, Healthy Start/La Familia Counseling Services
Tattoo Removal Coordinator, Eden Youth and Family Center
Family Advocate, Family Resource Center
Program Coordinator, Respite Childcare Program
Youth Director, Hijos del Sol
Pastor, Westminster Hills Presbyterian Church
Coordinator, South Hayward Parish Food Program

Appendix B. Community Representative Interview Outline

The focus of the Community-Based Transportation Plan is to generate ideas within the community for low-cost and alternative transportation strategies to meet local mobility needs. Through interviews and facilitated meetings, community members and community representatives will identify needs and develop strategies that can successfully be implemented. Individuals can speak to us in confidence. Any quoting of outcomes will be done anonymously. Our main purpose is to allow individuals to speak freely about their concerns and to describe **specific** problems.

1. What are the major challenges your community/organization is facing with regard to transportation in Cherryland-Ashland/South Hayward? [Probes: Cost of transportation; need to transfer from one transit operator to another; length of time to take a trip on public transit; lack of bus shelters; speed of traffic near pedestrian or bike routes; personal safety while walking, riding a bike, or waiting at a bus stop; Unsafe pavement for walking or bicycling; Need for special shuttles or vanpools; Language barriers; People familiar with the process of using transit (transfers, etc.)?]

2. What is your opinion of local transit service (BART, AC Transit, East Bay Paratransit, Hayward Dial-A-Ride)? [If problems, describe specific routes or services] If familiar with AC Transit's Central Alameda Plan, are you pleased? Concerned?

3. Who are the major markets for lifeline transportation services in Central Alameda County? [Definition of "lifeline transportation" – Transportation to meet the travel demands of low-income individuals and families, and persons with restricted or limited access to existing transit services] Identify user groups, people who cannot access transportation.

4. What do you see as key transportation/transit needs in Central Alameda County? For your community/organization? What are the primary transportation/transit-related concerns that you have /(hear from your constituents)?

5. Are there any solutions to the problems that you can identify right now? [If no clear answer, possible probes: Bus stop seats and/or shelters; Subsidized taxis for late night trips; Low-cost auto loans; Free or discounted youth passes for AC Transit; Children's shuttles to and from school and day care; Mileage reimbursement for volunteers who drive others; Local transportation information center; Guaranteed ride home program; Subsidized carsharing program; Child care center at BART; Sidewalks; Infrastructure?]

6. What would need to be part of a recommended community-based transportation plan for you (and your community/organization) to support it (and take ownership of it)?

7. We are collecting demographic, land use, and planning data for this study. Is there anything we should be aware of with respect to land use or employment changes in your community? Any data you have available? Any surveys you have conducted?

8. Can you identify any institutional barriers to this plan and its implementation? Please describe the barriers and how you think they could be overcome.

9. We will be developing a community representative group to help evaluate the plan's projects. On what basis do you think the community representative group should evaluate the projects?

10. Would you be interested in:
    A. Distributing and collecting feedback forms (to/from members or clients)?
    B. Meeting with us again as part of a community representative group?
    C. Receiving email updates as the study progresses?

11. Do you have any suggestions for making sure we hear from – and have participation from – a diversity of community members as part of this process? Are there any people we should meet with or talk to?

12. What haven't we covered that's important to you?

13. Any other comments, questions or concerns?

Appendix C. Guideline for Community Meeting Presentations

1. Overview of the project
   a. Under contract with Alameda County Congestion Management Agency. Study also sponsored by AC Transit, Metropolitan Transportation Commission, local cities and County.
   b. Background: Why is study being done? MTC Lifeline Report
   c. What we're doing in this community
   d. Focus: Access to transit for jobs and services, pedestrian needs, cost of transportation
   e. Community-Based Plan: Based on community priorities and involvement
   f. Goal: A plan with alternatives that can be implemented with potential funds identified
   g. Schedule: Project completed by January.

2. Team Members
   a. Team comprised of community members and consultants.
   b. Project being undertaken simultaneously in South Hayward and Cherryland/Ashland.

3. Issues Discussion (If time, use focus group guide)

4. Survey Feedback Forms (If appropriate)
   a. Will community contacts distribute these to clients, members, etc. Collect them and get them back no later than October 1 (or later date, depending on presentation date).
   b. Suggestions on getting comments and "getting the word out"?

5. Future Meetings
   a. Opportunities for us to present in the future?
   b. Copy of sign-in list so we can contact you in the future and keep you informed of project progress? We'll have an e-mail distribution list and web page.

Appendix D. Focus Group Questions

Individuals can speak to us in confidence. Any quoting of outcomes will be done anonymously. Our main purpose is to allow individuals to speak freely about their concerns.

1. How do you or your clients usually travel? (Ask about each separately.)
   - Drive
   - Catch a ride
   - Ride the bus
   - Taxi
   - Walk
   - Bike
   - Other

2. With limited money, the transit agencies need to know which problems are the most serious for you. If BART and AC Transit could work on these problems, which one is the most important to begin with? (Have each person vote on just one. Solicit information from them on why these are problems—e.g., examples, anecdotes.). [1 = highest priority and 10 = lowest priority].

   - Does not run early enough (6 a.m.)
   - Does not run late enough in the evening (6-9 p.m.)
   - Does not run late at night (9 p.m.-midnight)
   - Does not run often enough on weekdays
   - Does not run often enough on weekends
   - Connections between routes and other systems are complicated or difficult
   - Additional comments

3. How difficult is it for you to get to where you need to go in your community? Help us decide which are the most important to address. Give specific examples of places in each category that are difficult to access.
   - Health care
   - Supermarket
   - Jobs
   - Senior services
   - Parks and recreation
   - School or day care
   - Additional comments

4. Are these problems for you or your clients? Discuss whether the problem is minor or severe.
   - Cost of transportation
   - Need to transfer from one transit operator to another
   - Length of time to take a trip on public transit
   - Distance from transit to destination (or from your home to transit)
   - Lack of bus shelters
   - Speed of traffic near pedestrian or bike routes
   - Personal safety while walking, riding a bike, or waiting at a bus stop
   - Unsafe pavement for walking or bicycling
   - Need for special shuttles or vanpools
   - Language
   - Familiarity w/ process process/transfers/signs
   - Additional comments

5. List specific AC Transit bus routes that don't meet your needs and explain why.

Appendix D Continued

6. Here is a list of some strategies that could address the transportation problems we have discussed today. Which of these are the most promising to pursue for the South Hayward [Cherryland/Ashland] community? Put a dot by the two that you would like us to examine further in this study.

- Bus stop seats and/or shelters
- Subsidized taxis for late night trips
- Low-cost auto loans
- Free or discounted youth passes for AC Transit
- Children's shuttles to and from school and day care
- Mileage reimbursement for volunteers who drive others
- Local transportation information center
- Guaranteed ride home program
- Subsidized carsharing program (e.g. low cost car rentals or "City CarShare"-type program)
- Child care center at BART
- Pedestrian improvements, such as sidewalks to access transit
- [Other solutions that may have been discussed earlier in focus group]

7. What other suggestions for strategies do you have that we should explore further?

Appendix E. Survey/Feedback Form

SURVEY/FEEDBACK FORM (SAMPLE SIDE 1– SOUTH HAYWARD ENGLISH)

South Hayward

Community-Based Transportation Plan

Distribution Location/Organization:

Please provide feedback for a community transportation study. Will you take a few moments to complete this form and return it in the envelope or box provided. You may also FAX this form to 415-284-1554 or mail it to Joey Goldman, Nelson\Nygaard Associates, 833 Market Street, Suite 900, San Francisco, CA 94117 (or email your answers to jgoldman@nelsonnygaard.com).

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1. **How do you usually travel?**

❑ Drive ❑ Taxi ❑ Other _____
❑ Catch a ride/carpool ❑ Walk _____
❑ Ride the bus ❑ Bike

2. **Regarding AC Transit, are any of the following serious problems for you? You may mark more than one response. Please mark only if it is a serious problem:**

❑ Bus does not run early enough in the morning (How early do you need it?_____)
❑ Bus does not run late enough in the evening (How late do you need it?_____)
❑ Bus does not come often enough on weekdays.
❑ Bus does not come often enough on weekends.
❑ Bus is not available near my home.
❑ Connections between AC Transit, BART and other transit systems are complicated and difficult.
❑ Other _____

Comments about AC Transit Service:

_____
_____
_____
_____

3. **How difficult is it to access each of these services?**

	Not Difficult	Somewhat Difficult	Difficult	Very Difficult
Transportation to health clinics	❑	❑	❑	❑
Transportation to a hospital	❑	❑	❑	❑
Transportation to a supermarket	❑	❑	❑	❑
Transportation to jobs	❑	❑	❑	❑
Transportation to parks and recreation	❑	❑	❑	❑
Transportation for children to school or day care	❑	❑	❑	❑

4. **List specific names of places that you think need better public transportation access:**

a. _____
b. _____
c. _____
d. _____

Appendix E Continued

SURVEY/FEEDBACK FORM (SAMPLE SIDE 2– SOUTH HAYWARD ENGLISH)

5. How much of a problem is each of the following for you? Please rate these issues using a scale of 1-10 (1 = not a problem and 10 = severe problem). Circle your answer.

	NOT A PROBLEM (0) ← → SEVERE PROBLEM (10)										
Cost of transportation	0	1	2	3	4	5	6	7	8	9	10
Need to transfer from one transit system to another	0	1	2	3	4	5	6	7	8	9	10
Long distance between home and transit stop or between transit stop and destination.	0	1	2	3	4	5	6	7	8	9	10
Length of time to take a trip on public transit	0	1	2	3	4	5	6	7	8	9	10
Frequency of transit service (how often bus comes)	0	1	2	3	4	5	6	7	8	9	10
Lack of bus shelters	0	1	2	3	4	5	6	7	8	9	10
Speed of traffic near pedestrian or bike routes	0	1	2	3	4	5	6	7	8	9	10
Personal safety while walking, riding a bike, or waiting at a bus stop	0	1	2	3	4	5	6	7	8	9	10
Unsafe pavement for walking or bicycling	0	1	2	3	4	5	6	7	8	9	10
Need for special shuttles or vanpools	0	1	2	3	4	5	6	7	8	9	10

6. Please list any additional transportation issues or problems in your community that we should be aware of for this project.

_____

_____

_____

_____

7. Please tell us about yourself:

A. Which of the following are you? (Check all that apply)

- ❑ Employed full-time
- ❑ Employed part-time
- ❑ A student
- ❑ A parent with children living at home
- ❑ Unemployed
- ❑ Retired
- ❑ Other _____

B. What is your age?

- ❑ 18 or under
- ❑ 19-29
- ❑ 30-45
- ❑ 46-61
- ❑ 62 or over

C. Do you have a disability that makes it difficult to use some types of transportation?

- ❑ Yes
- ❑ No

D. Which is your household income range?

- ❑ Under $15,000
- ❑ $15,000 to $35,000
- ❑ $35,001 to $50,000
- ❑ $50,001 to $75,000
- ❑ $75,001 or more
- ❑ Don't know

OPTIONAL: If you would like to be on our contact list so we can keep you updated about project changes and meetings, please provide us with the following information:

Name:_____

Address:_____

Telephone:_____ Email Address:_____

Appendix F. Specific Comments from Community Meetings

Where People Need to Travel

Work
• Oakland, Dublin, Castro Valley, San Francisco, Tracy, Sunnyvale • Entry-level jobs; minimum wage jobs • It is hard/impossible to get to an interview for a better job when you are at your job and you need to get away and come back quickly. • Jobs in the suburbs
Medical Care
• Kaiser Hayward – patients have to transfer 2 or 3 times to get there; it takes up to 2 hours by transit. • Community clinics; Fairmont; Highland; Silva Clinic; Children's (although it does have a shuttle from BART); timing/scheduling is the problem • Stops going "to" are OK, but getting picked up is harder (depends on where you live); services are often provided on-site in homes or residential facilities due to transportation issues.
Shopping/Groceries
• Albertson's left the area, closest grocery stores in San Lorenzo and Hayward • Food Maxx is where people shop. • No ability to do bulk buying when using public transportation; Costco and companies in industrial area are hard to reach.
Bank
• There are no local banks (plenty of check cashing places).
School
• High school, Burbank • Daycare is usually not located near work place. • Members of families go in different directions, i.e. children in different schools, children in different daycares, parent heading to work, etc. • Certain areas where people live are difficult for connections. • Longwood area; high schools; CSUH; Brenkwitz • Need to get people to the Community Day School at Eden Youth and Family Center because students from all over attend.
Parks and Recreation
• Limited to nearby/local facilities, i.e. you cannot go camping, hiking, etc.

Appendix F Continued

Pedestrian Issues

Speed Of Traffic Near Pedestrians
• Cars driving too fast • Lack of crosswalks, crossing guards • Walking: not enough time to cross in crosswalk, at Sleepy Hollow, Tennyson and Huntwood, near schools
Unsafe Pavement For Walking
• Unsafe pavement • Temporary gravel sidewalks get parked on, blocked • Lack of sidewalks • Unsafe pavement is found at Mission Blvd (owned by state), Western Blvd, B St, and the intersection at Tennyson and Mission. • Mission/E 14th, Dixon-sidewalks, we need larger sidewalks on main streets, D St.-up by all All Saints Church, by St. Clements/next to the Mexican Supermarket (off Mission on Calhoun St.), on Lewelling.
Personal Safety While Walking, Riding a Bike, or Waiting at a Bus Stop
• Lack of lighting • Not safe • Is unsafe near South Hayward BART, walking by the trailer park on A St., at Ruus Park, and off of Tennyson-Pompano, Tyrrell, Tampa, Folsom, etc.

Appendix F Continued

Transit Issues

On-Time Performance
• Doesn't get there on time. • The 91 and 92 are always late.
Travel Time
• Length of time to take a trip on public transit is a big problem. • Can take all day to use public transportation • AC Transit takes too long. • Length of time it takes to travel on transit is a problem; it needs to take the same amount of time as to drive.
Service Coverage
• Cancellation of AC Transit Route 92 is a bad idea. It goes everywhere people need to go. • There isn't enough bus service. You have to walk all the way down to Mission/E. 14th to catch a bus and then when you come back you have to walk all the way up the hill. If you are a senior citizen it is hard to make that trip. • Not enough AC Transit bus lines • Buses stop too far from some residential neighborhoods. • The direct bus connection to the Airport is important, but AC Transit is considering eliminating Route 58 service to the Airport. • If you do not live close enough to a main line, you have to travel far on your own to the initial stop and there are a lot of transfers. It definitely isolates people that live away from a main line. • AC Transit "problem" areas with limited or no service coverage: Patrick/Gading, School areas, Western Blvd.
Service Hours/Days
• Schedules should run the same on the weekends as the weekly schedule. • Doesn't run 24 hours. • Bus should be better on weekends. • #80 doesn't run early enough. • If there were a bus that ran an hour earlier in South Hayward, people could come to Sunday School. • Does not run enough on weekends. • Does not run enough on weekdays. • Not early enough

Appendix F Continued

Service Hours/Days (Continued)
• Does not run late enough in the evening and night. • Service hours for AC Transit not long enough. Need to start at 4:30 AM and run until Midnight or later. • There is no public transportation for swing shift (bus/taxi). • We caught BART back and we were at South Hayward BART at 11:30 PM and there was no buses or taxis. Luckily we ran into someone we knew and they gave us a ride.
Transfer Conditions
• Bus connections not good • Need good intermodal centers like the Union City project, but Union Pacific doesn't plan on letting the high speed rail project use the tracks adjacent to BART. There is no coordination. • What complicates connections: timing factors, cutting back on routes, time needed for planning • BART and bus are not in synch: bus does not have the same capacity, if you ride BART there is not always a bus there to pick you up. • Connections are too complicated.
Bus Stop Conditions
• Need benches at bus stops. • Western Blvd.: East from Blossom buses do not stop because no sidewalk. • Bus shelters needed at the Post Office, Ashland, Lewelling, Whitman, Tennyson HS, Chavez middle school, Inglewood, Underwood, Tennyson, in front of the English Language Center, by Kaiser off Hesperian, Dixon St., Santa Clara St., the 71 doesn't have any, the 91 and the 99 do have them. • Lack of bus shelter, including signs • No benches where older people wait! • Waiting for bus- no benches and people including elderly sit and wait on the street. • Problem bus stop on Hesperian near Mt. Eden High
Safety On Vehicles/Waiting For Bus
• Access between the BART Station and Bayfair Mall has been an issue around here that they are always studying. It would be nice if there were a safe route between the BART station and the mall. • Safety is a concern around here. It feels unsafe waiting for the bus. • Bus 92 – people get harassed by high school students while riding the bus.

Appendix F Continued

Price Of Transit
• Cost is an issue and transportation can be a financial burden on families since there are no school buses. • Wage vs. cost of transportation is not worth it sometimes. • Transit is expensive. What is it to ride an AC Transit bus? $1.50? And then you have to pay separately for BART which is $10 round trip to San Francisco. In other cities you pay one fare and it's good for the whole trip. In the Bay Area, it's cheaper and takes less time to drive. • As of November 1, BART Plus cards are no longer accepted on AC. • Cost of BART is too much for low-income/low-wage workers. • Cost of transportation: especially for BART; not worth the cost considering the inconvenience.
Paratransit Problems
• There is a lot of driver turnover so the customers have to give the drivers directions because the drivers don't know what they are doing. • Some drivers are rude. • My son drives for East Bay Paratransit and they are always changing shifts on him, taking him away from regular services. • Paratransit service is spotty and unreliable.
Transit Information
• Information is a significant problem. Need more information on the buses and at transit centers. Information needs to be multilingual. In San Antonio, they have the schedules for connecting buses listed on the bus. • Language barriers make it difficult to understand the system. • Familiarity with process/transfers/signs: language, fare changes, handouts/brochures are complicated, Internet is ridiculous, fare is not posted, make people wait, it keeps people from riding. • Families and students are unaware of student discounts. • We need better information about where the buses go.
Other
• The problem is the perception that if "you take public transit, you're a loser." • Public transportation is too difficult if you are transporting items, carrying groceries. • Seniors can't get on the bus; need more assistance than provided by transit or paratransit. • Need for special shuttles or vanpools? No, we won't use them. If it were free then everyone would be on them, like homeless people and we wouldn't use them, maybe if they just made it affordable then we would. • Keep in mind people with disabilities. • Consolidate regional transportation agencies • Image of transit is poor

Appendix G. Results from Community Surveys

Survey Distribution

Survey Distribution Locations

Most of the surveys completed in Ashland were through the community center at "English as a Second Language" classes and activities for seniors. In Cherryland, we reached people primarily through Cherryland Elementary School and related events (such as the flea market).

	Distribution Location	Total Surveys Returned	Percent of TOTAL Surveys	Percent of Neighborhood Surveys
Ashland	Mail	3	1%	6%
	Hispanic Health Alliance	4	2%	8%
	Ashland Community Ctr./ESL and Senior Groups	44	19%	84%
	Safe Ashland Meeting	1	1%	2%
	TOTAL	**52**		**100%**
Cherryland	Banyan House	10	4%	7%
	Cherryland Elementary	85	37%	60%
	Cherryland BBQ	8	4%	6%
	Cherryland Community Assoc.	2	1%	1%
	Cherryland Flea Market	32	15%	22%
	Walkable Neighborhoods	5	2%	3%
	TOTAL	**143**		**100%**
South Hayward	S. Hayward Healthy Start	16	7%	47%
	Eden Youth and Family Center	12	5%	35%
	Tyrell St. Clean Up	6	3%	18%
	TOTAL	**34**		**100%**
TOTAL		**228**	**100%**	

Survey Language

Community organizations requested surveys in only two languages, Spanish and English. A significant number of surveys were completed in both languages for each neighborhood.

Neighborhood	Language	Percentage
Ashland	English	47%
	Spanish	53%
Cherryland	English	62%
	Spanish	38%
South Hayward	English	32%
	Spanish	68%

Demographics of Survey Respondents

Employment Status of Survey Respondents

In Ashland, most respondents (contacted through the community center) are retired (30%), unemployed (23%), or employed part-time (21%). Compared to actual population data, these groups are overrepresented (i.e., unemployment is actually about five percent), although these population are targeted in this plan. Respondents from our outreach efforts in Cherryland (mostly through the elementary school) are predominantly full-time workers (40%) and parents (17%), and more closely mirror local demographics although the proportion of unemployed persons is significantly higher in the sample (14% percent compared to an actual rate of about five percent). Outreach efforts in South Hayward yielded surveys from part-time workers (27%), parents (27%), and students (23%).

	Ashland	Cherryland	South Hayward
Employed F-T	9%	40%	5%
Employed P-T	21%	13%	27%
Unemployed	23%	14%	14%
Parent	7%	17%	27%
Retired	30%	10%	
Student	9%	2%	23%
Other		2%	5%
Total Reponses	*43*	*126*	*22*

Income Range of Survey Respondents

Similarly, respondents' income is consistent with both the neighborhood outreach mechanism and the responses on employment status. The largest portion of respondents from Ashland and South Hayward has a household income of less than $15,000 per year (36% and 32% respectively). In Cherryland, where more of the survey respondents work full time, the largest group of survey respondents earns slightly more, $15,000 to $30,000 per year (30%). In all neighborhoods, most respondents are low-income, which suggest that the surveys reached the lifeline populations targeted in this study.

	Ashland	Cherryland	South Hayward
Under 15K	36%		32%
15-35K	28%	30%	23%
35-50K	10%	12%	5%
50 to 75K		9%	
75 or more		5%	5%
Don't know	26%	18%	23%
Total Reponses	*39*	*119*	*19*

Age Range of Survey Respondents

Respondents from outreach efforts in Ashland were generally seniors, over 62 (35%) or between 30 and 45 years (33%). Respondents from Cherryland and South Hayward were most often between the ages of 30 and 45 years (53% and 41%, respectively). Aside from the higher number of senior respondents in Ashland — due to distribution of the surveys at senior activities at Ashland community center — the age distribution is consistent between the neighborhoods.

	Ashland	Cherryland	South Hayward
18 or under	2%	2%	5%
19-29	20%	24%	27%
30-45	33%	53%	41%
46-61	11%	12%	14%
62 or over	35%	9%	5%
Total Reponses	*46*	*127*	*20*

Survey Respondents with a Disability

	Ashland	Cherryland	South Hayward
No	73%	91%	90%
Yes	27%	9%	10%
Total Reponses	*41*	*126*	*20*

Survey Responses

Access to Services

Ashland

	Very Difficult	Difficult	Somewhat Difficult	Not Difficult	TOTAL
Health Clinic	14%	25%	25%	36%	36
Hospital	16%	28%	22%	34%	32
Supermarket	8%	12%	31%	50%	26
Jobs	12%	24%	29%	35%	17
Parks And Recreation	13%	21%	13%	54%	24
Children To School And Day Care	21%	26%	16%	37%	19

Cherryland

	Very Difficult	Difficult	Somewhat Difficult	Not Difficult	TOTAL
Health Clinic	14%	15%	23%	48%	119
Hospital	17%	13%	19%	50%	115
Supermarket	9%	12%	21%	59%	116
Jobs	17%	19%	15%	50%	107
Parks And Recreation	10%	14%	20%	57%	111
Children To School And Day Care	13%	13%	21%	52%	112

South Hayward

	Very Difficult	Difficult	Somewhat Difficult	Not Difficult	TOTAL
Health Clinic		6%	38%	56%	16
Hospital	12%	6%	18%	65%	17
Supermarket	6%	19%	25%	50%	16
Jobs	33%	7%	27%	33%	15
Parks And Recreation		7%	27%	67%	15
Children To School And Day Care	22%	6%	28%	44%	18

Most Critical Problems

	Ashland		Cherryland		South Hayward	
	Avg. Rating	Total	Avg. Rating	Total	Avg. Rating	Total
Cost Of Transportation	5.96	25	5.21	122	5.21	19
Transfer Transit Systems	3.82	28	4.93	117	4.37	19
Long Access Distances	3.03	30	4.54	108	4.39	18
Travel Time	3.82	28	5.56	113	5.10	20
Frequency Of Service	4.38	29	5.71	104	6.40	20
Bus Shelters	5	27	6.14	112	6.26	19
Speed Of Traffic	4.7	30	5.86	118	4.05	19
Personal Safety	4.37	30	6.39	120	5.37	19
Unsafe Pavement	5.39	31	7.00	118	3.84	19
Shuttle Or Vanpool	3.93	27	5.74	112	6.50	20

Comments from Survey Forms

Comments about AC Transit Service

Ashland

AC is very good. Buses run regularly.	1
AC service is OK.	1
Not early enough	1
Gang members	1
I approve and appreciate #93's current route. Although lack of coordination with majority of buses is sometimes a problem. Try to avoid using ...	1
I work in Castro Valley, need the 80 to run every 15 min.	1
I would like the 82(L) to run every 10 or 15 min between Tree and International streets	1
Improved 93 schedule is useful; drivers are learning how to call stops. More improvement is needed. Drivers should not use cell phones while driving	1
Need buses for 167th Ave., it is very difficult to walk.	1
On the weekends very few buses, need more buses	1
Sometimes we need to bring drinks on the bus and the bus driver is bothered. Going from bus to bus takes a long time	1
Take bus when car is in the shop. Try to avoid rush hour. Take BART for recreational trips. Will use AC transit exclusively when no longer able to drive	1
The buses do not run early or often on weekends, he works and must walk to work.	1

Cherryland

Positive	
AC Transit does a good job	1
For me, it is perfect.	1
Very good	1
Very competent	1
Serves me well	1
Greater frequency	
Need more service	1
The hourly buses need to run every half hour.	1
Sometimes waits more then 30 minutes and is late for work.	1
Need more AC transit service	1
More times/days	
Need more service on weekends.	1
Working 3-11 or 4-12 is almost not an option. Working Sat. and Sun., bus doesn't run early enough.	1
Overall the service is good. The service of weekend is very separated.	1
On-time performance	
They are not very precise in their schedule, it can take up to over an hour for a bus to pass and this is not good.	1
A little unpunctual	1
My opinion is that the buses are always late. I use them infrequently and I get desperate (frustrated) when I am waiting for them. Better to walk.	1
Buses don't run as appropriately as they should. Often early or late.	1
Complaints about drivers	
Some bus drivers have bad attitudes, are not helpful nor understanding.	1
Bus drivers need a better grasp of English.	1
Had a negative experience with a bus driver on the Newark route, he was very racist.	1
Many drivers are very rude. Often they will not stop at bus stops and pick up waiting passengers	1
Sometimes the drivers are not friendly and crude.	
Coverage	
More bus service on Meekland, also put in sidewalk	1
Need more bus lines	1
Need more lines, sidewalks	1
Children-different locations, plus work	1
It would be nice to have additional bus routes.	1
Bus doesn't go to Canyon Rd. in Castro Valley	1
Problems transferring	
Too many connections needed. Doesn't run often enough.	1

Access issues	
Cherryland is lacking bus shelters and trash cans.	1
No sidewalks along Western Ave. to get to bus or BART.	1
Very hard to use for handicapped person	1
Lack of sidewalks	1
Other	
It's my understanding that not many people know their AC Transit rep. Perhaps a yearly public meeting with city and county office holders would help.	1
The service is very good, but the trucks are big for the narrow streets of the school.	1

South Hayward

Sometimes one passes later than the time when one should pass. Sometimes one misses an appointment because you are en route and one should arrive early but doesn't pass.	1
When what it is needed doesn't arrive	1
Bus service on weekends is needed, finishes too early.	1
Do not change 92 route, it's the only one that works right.	1
More routes and more hours would be good.	1
Need bus shelters for weather, especially on route 77.	1
Need to run more frequently	3
Not sufficient time between transfers	1
The drivers talk much on the cell phones and are distracted.	1

Specific names of places that you think need better public transportation access:

Ashland

Medical care/Hospital	9
Eden Hospital and nearby health facilities need bus stop on Mattox from Mission. Same with Lake Chabot.	2
Bancroft Pediatric	1
In order to go to the clinic, I must take 2 buses.	1
To Kaiser in Oakland	1
Recreation park	1
Lake Chabot, Coyote Hills	1
Supermarket	3
Trader Joe's in Redwood Grove on weekends	1

Friend's house in San Jose	1
Must walk to 82 from house	1
Need language assistance	1
On 166th, because there are no sidewalks, it is impossible to walk.	1
Post Office on Santa Clara	1
Provide a class on how to use transit esp. for non-English speakers	2
School	3
Work	3
Transportation for kids to school and day care	2
Ugly streets in the pavement *posos.*	2

Cherryland

Specific Locations	
A St./ Princeton St.	1
BART	2
Blossom Way	1
Haviland St.	1
Lewelling Ave.	1
Main and Warren (downtown Hayward)	1
Meekland and Blossom	2
Meekland Ave.	2
Mission Blvd.: Carlos Bee to Downtown BART	1
W. Blossom Way/ Meekland to BART	1
Western Blvd. From Hampton Rd. to A St., Hayward	1
Willow Ave. needs a bus line	1
Recreation	**1**
Garrin Park	1
Movie theaters	1
School and daycare	**10**
Canyon Middle School in Castro Valley	1
Sunset High School to BART and Hayward High area.	1
To school. Many cars driving and parking dangerously. No sidewalks	1
Services	
EDD office	1
Government Agencies	1
Library	1
Hospital/Medical clinics	**12**
Kaiser Hospital	1
Positive	

It's OK - good.	1
Until now, it is not difficult for me	1
Public Transportation is good.	1
The airport	1
Work	1
Comments on service	
During the hours of 7:30-9:30 and 4:30-6 it is over crowded.	1
Bus is sometimes early.	1
The bus doesn't pass frequently enough.	1
It is difficult because the bus takes much time in arriving.	1

South Hayward

Boys and Girls Club	1
Harder-Gading-Huntwood-Tennyson area	1
Hospital, work and school	1
No direct bus to Wal-Mart	1
The clinics for my appointments	1
To the doctors	1
To the mall	1
Work	3
Bus service to Chabot School, don't have return transportation	1
Supermarkets	1
Union Landing	1
St. Rose Hospital, Kaiser Health clinic	1
Public Parks and recreation sites	1

Please list any additional transportation issues or problems in your community that we should be aware of for this project.

Ashland

AC Transit	
I think AC Transit is adequate and I know there is senior transportation available when the time comes that I no longer drive.	1
Lost an appointment with doctor because of lack of transportation.	1
More bus routes for mouersa, especially since the 82L?	1
Needs to transfer from 82 to 80 to get to work, needs more transport.	1
For seniors, discount tickets or card	2
Cars driving too fast	
Medford between Mission and Western needs stop signs every block, traffic is very fast and it's dangerous for pedestrians.	1

Need speed bumps to slow down cars	
The cars drive very fast on 167th, need speed bumps.	1
Speed bumps on 167th, cars drive too fast.	1
Speed bumps to slow down the cars	1
Better information	
Need information on other transit schedules and connections and fares.	2
to promote more information for enzenara the parents like educating its children, sobole all moral things as much lack hace in our society	1
Personal safety	
The gang members and dealers	1
Wouldn't walk home from BART (Bayfair) or AC Transit stop (159th top of hill) after dark under any circumstances.	1
Sidewalks	
Flooded gutters and other pavement problems on east side of Mission and Medford, Grove and Mission, Montgomery and Medford	1
Need sidewalks and bathrooms for Liberty Ave.	1
Need sidewalks to walk and ride bicycles on, it is very dangerous for the children	1
The sidewalks	1
The streets are very bumpy.	1
The streets are very ugly.	1
When she takes the bus to school, she is scared because there are no sidewalks on 165th Ave.	1
Other	
Handling classes would be helpful.	1
It is very difficult to deal with.	1

Cherryland

Transit	
I think some kids have to go up to Hayward High School and Winton in this area there should be a bus they could catch from Sunset School to take High School and Junior High School children to school.	1
Not enough bus lines.	1
There is a large gap (several blocks) where there is no access to public transportation for our elderly and disabled residents. Bus service should be within 3-4 blocks of these residents.	1
Transportation is bad for anyone working in the evening, nights or weekends.	1
Quantity of people riding BART during rush hours	1
Bus routes that pick up passengers on the right side the cut across lanes in the same block to make a left hand turn.	1
Benches and shelter from the rain	1
Cost of transportation	
Cost of BART	1

Cars driving too fast	
Cars drive too fast.	1
People drive without regard to pedestrians.	1
Quantity of vehicles on roads	1
The cars on the street of the school drive very fast and double park, blocking the street.	1
Traffic problems around schools.	1
Personal safety	
I'm worried about the security of the children.	1
In front, around sunset, I have seen many people drinking liquor and wine, always when I go to get my children	1
Pay phones at the bus stops are used for drug dealing and loitering.	1
Sidewalks	
Cars park on sidewalks and places for pedestrians	3
Crosswalks near school, no sidewalks on Western for public safety	1
Lack of sidewalks for pedestrians	1
Need more bus lines and sidewalks	1
Need sidewalks, more lights, street lights	1
Need sidewalks, there are many children and the cars drive very fast. Speed limits need to be enforced.	1
Need sidewalks in many of our streets. We walk 2-3 miles a day; it is very difficult.	1
On Princeton St., cars park dangerously, making it difficult and dangerous to walk to school.	1
Please investigate the sidewalks, it is very dangerous.	1
Please put sidewalks on Western Ave, it is very dangerous and the conditions are very bad, especially dangerous for children. Thank you for your time.	1
Sidewalks are needed around Cherryland area in order for pedestrians to get to the bus stops and BART stations safely.	3
Sidewalks for pedestrians	1
Sidewalks to school. Better training for crossing guards.	1
Sidewalks on Western Ave.	1
The cars park in places prohibited or special for pedestrians	1
There are no sidewalks on Western Ave.	1
There are no sidewalks along Western St.	1
To investigate when they are going to regulate the sidewalks.	1
Very important, the pavement is very bad on Western, there are many children on their way to school on this street.	1
We need sidewalks and stop signs in our neighborhood. Also more street lights	1
We need sidewalks for the children and handicapped, something we have been asking for the last 45 years.	1
We need sidewalks to get pedestrians safely to bus stops, BART and schools	1
Western Ave cannot be walked because of lack of sidewalks and the cars.	1

Lack of sidewalks.	1
Mismatch sidewalks cause tripping hazards	1
Sidewalks a big issue due to lack of safety for residents	1
Other	
Handicapped services	1
Taxis should have better service.	1
Transitional housing to have transportation to all buses and BART from Willow Ave. to buses and BART	1
Very hard to access handicapped services	1
Better transportation in general	1
Litter has been an issue in the past	1
Not enough bike lanes	1

South Hayward

Please build more bus stops with shelters.	1
If there are already benches, don't destroy them for shelters.	1
More public transportation to BART stations	1
People drive too fast in school zones.	1
I have children and need service in the morning and security for my family.	1
Need more security, especially around the schools.	1

Appendix H. Specific Comments from Community Representatives

Key Transportation Issues

Bus travel is inconvenient.
• Too many transfers to get across town. Transfers take longer than time actually spent on the bus. • Service not direct enough (e.g., Low-income women are encouraged to gain skills for employment by taking classes. However, it can take up to 2 hours for a parent to travel from Tennyson to the Hayward Adult School –using a bus, BART, and another bus. By the time she got there and took the class, she wouldn't have time to go back before the children come home from school. • People who use AC Transit and BART are late for work because neither system is synchronized: you can't make efficient transfers. • The length of time waiting for a bus is longer than before because there is a decrease in the number of buses. • Buses no longer go directly to places and you end up walking farther with children in tow. • The connection to BART is critical – you have to walk a long way from the bus stop to reach BART. • Bus routes are not convenient and bus drivers are not cooperative. • AC Transit's system is not designed to feed BART stations. Instead, some of the routes compete with BART, which is a poor use of resources. • Parents have problems shopping for large amounts of groceries and getting the food home. Also paratransit won't allow more than 2 bags of groceries on the bus.
Access to information is limited.
• South Hayward has many language groups, not just Spanish and English. • Language barriers are significant. • Information on bus lines is minimal (information along the routes, on signs, etc.). • In regards to cost, the public should have more information on the mechanics, like BART fees/cost of transfers/fares during various hours (since it changes during rush hour, and at other times it is very confusing). • Most of our facility's residents/customers have difficulty following complex directions, so it makes it very difficult when simple directions are not posted at the bus stops. • Limited information results in many barriers, especially language barriers, knowing how to use transfers, having bus vouchers for emergency needs, social services, etc. People don't know how to use public transportation so that needs to be addressed as well. • More carpool information is needed.

Appendix H Continued: Key Transportation Issues

Transit times and service span do not meet needs.
• Starting as early as 7PM, lines start to shut down, and then there is [nearly] nothing by 9 PM. If you need transportation at 11 PM, there is nothing. • Transportation is difficult for parents (particularly single parents) because buses don't run early enough for them to get their kids to childcare and for them to make it to work on time. • Service is especially limited weekday evenings and Saturdays. • Saturday AM is another time when they need more bus service – vocational classes start at 8:30 AM but the first bus doesn't arrive until 8:35 and people are often late to class. • Bus service is not available after dark. • Buses should run later at night to accommodate night classes. • Transit schedules don't meet school bell times and the needs of senior citizens. • People who work swing shifts can't use transit. There used to be a funding source for off-hour transit around the coliseum (11:00 PM to 3:00 AM) for UPS workers, but that was cancelled because there is no money.
Transportation is costly.
• It is inconvenient and expensive, so much so that it is not worth it. • Transportation is a big chunk of living expenses for many people, and it shouldn't have to be. • Transit is very costly for minimum wage workers. These workers need more subsidy. • Most of our agency's clients drive; the high cost of car ownership is a problem. • Those who drive have cars that are unreliable; costs are much too high for all forms of transportation. • Recent AC Transit fare increase and decrease in transfer time is a problem for low-income individuals and families.

Appendix H Continued: Key Transportation Issues

Walking and accessing other transportation raises safety concerns.
• Public transportation is unsafe for riders. There is not much of a police presence so people feel unsafe when waiting for or riding a bus. • When it is dark or starts raining, youth, ages 9-15, cannot get around and that limits their involvement in the program. They may live around the Center but it is still far to walk. Safety in the dark or rain is the main concern. • Lack of sidewalks is very dangerous. People walk in the street, especially in the winter to avoid the mud. • The sidewalks that do exist are very narrow or have many barriers, which is a big challenge for elderly and disabled residents. • Crime is a problem; better lighting would help especially at the bus stops and near small commercial areas. • Cars drive too fast on the streets and cut through the neighborhoods. For example, drivers go too fast on Liberty. The community needs traffic calming. • Kids have problems getting to activities—sports, swimming pools, etc. For example, kids in the South Hayward area would have to take 3 buses to get to the City of Hayward's swimming pool. Kids, especially teenagers, might have to contend with different gangs as they pass through unfamiliar neighborhoods to get there. Therefore, they don't go at all. • Getting around in the community gets dangerous because of the possibility of falling or getting hit by speeding cars. • People are afraid to drive. • Railroad tracks are very dangerous for walking students.
Other Problems and Concerns
• The challenge is reliable, courteous, dependable paratransit transportation. Seniors and persons with disabilities are extremely dependent on this type of transport. There are many people needing doctor visits and many dialysis patients. • There is a lot of littering and a need for "no littering" signs; trash blocks the sidewalk/walkway.

Appendix H Continued: Key Transportation Issues

Additional Comments Specific to SOUTH HAYWARD
• Day laborers have problems getting to construction sites. Buses are non-existent in the area, so day laborers often use bicycles to get to Edna's Donuts on Tennyson, where they gather waiting to be hired for work. • Sunset Adult School is located on A Street. The bus stop is 1½ blocks away, which is not far but requires walking through an unsafe area of town. Walking along Tennyson from South Hayward BART after 5 pm in the winter is unsafe. • Social service clients have problems because the services they need are not necessarily adjacent to each other. For example, a homeless person living at a shelter may have to go across town to a food program. The Salvation Army on A Street does give hotel vouchers. • Patients have difficulty getting to and from health care. Because people can't get to Oakland for the County Hospital, they go to St. Rose Hospital on Calaroga off Tennyson by default for care. Other health care facilities patronized by low income people are Miranda Clinic. Then patients who are discharged from Kaiser, Eden Hospital, St. Rose, or a skilled nursing facility have difficulty getting home. Although they may be eligible for paratransit, there is such turnover (particularly at the skilled nursing facilities) that the staff doesn't necessarily know what resources are available to patients.
Additional Comments Specific to CHERRYLAND-ASHLAND
• There is no transportation between San Lorenzo High School and other campuses: on A St., Royal, Sunset near Hesperian, Arroyo HS, etc. • There are no buses on Lewelling and we really need one. • Lack of bus access through Cherryland is a problem, especially down Western where the bus can't stop northbound because there are no sidewalks.

Appendix H Continued

Comments About Transit and Transportation Programs

POSITIVE COMMENTS
AC Transit
• AC Transit is good. • The strength of the AC Transit system is that it allows people with disabilities a certain amount of flexibility to ride busses from curb to curb, to attend classes or programs. • I think AC Transit does the best they can with what they have, but I wish they had more. • The AC transit line 81 that runs on Western Boulevard is helpful but it does not run regular enough for the residents.
Paratransit Services
• Paratransit seems reliable. • Paratransit provides good service for the elderly to get to medical appointments, but could it expand its mission to transport children and serve pre-school.
BART
• BART is OK. • BART is a good service but too expensive for regular use by someone making $15 an hour or less. • BART, in general, works well.
City of Hayward
• Hayward has good planning for bicycle lanes and pedestrian sidewalks. For example, Soto Road is being redone, and sidewalks and bike lanes will be added as part of the upgrade.
NEGATIVE COMMENTS
AC Transit
Costly to use
• Too expensive – especially considering how long it takes to travel on it. • Local transit issues revolve around cost; public transportation is too expensive. • AC Transit costs for youth will be a problem when the discounted youth bus passes expire next year.
Customer Service Problems
• I don't use it, but my families find it inconvenient and not friendly. I have heard a specific comment of "They don't listen to what we need." • Drivers need sensitivity training. • Some AC Transit drivers are racist against Blacks and Hispanics.
Information and Amenities
• Information is limited, and it is confusing to use. • Information is not available in the languages the people speak in our community. • There is a lack of communication between transportation providers and health facilities. • Bus shelters were removed and not replaced.

Appendix H Continued: Comments About Transit and Transportation Programs

Limited Service Span
• The local service problems (from the comments we receive) are that it doesn't run past midnight and doesn't run early enough. • Need evening and weekend service. • People work the same hours on weekends and the bus doesn't start until 9:30 AM.
Access to Transit/Safety
• For clients that don't drive, public transportation is very problematic: buses are not convenient. • The bus stops are not convenient for some of our customers; they have to walk a long ways to get to a bus stop, and there are not enough lines running through the community. • Local transit service does not go near their homes; it is very much an issue for women; they have safety concerns. • There are no bus shelters in parts of the community; so, sometimes they have to stand out in the rain or cold for long periods of time while waiting for transportation.
Service Design
• The route design makes little sense: AC Transit should focus on taking people to BART and not competing with BART. • There is not enough transit access to services. Bus coverage is not sufficient on avenues (only on arterials). I'm not sure if the AC Transit study fixed this already.
Frequency
• The buses do not run often enough on off-peak hours or the weekends (when needed most). • AC Transit frequency is the critical issue.
East Bay Paratransit
• The residents that do use the Paratransit often have difficulties. Sometimes they do not get picked up and it is very hard for them to advocate for themselves because of their disabilities. The other problems the care facilities have are sometimes neighbors are annoyed with buses honking or the back up beeping of the vans. • The percent of people who have concerns about East Bay Paratransit are small, but because EBP takes so many people, the actual numbers are large. • EBPC should be better: it runs late, people have long waits, and often miss their appointments. Sometimes they miss their last pickup, and the drivers are not friendly. • The paratransit service area is limited because the AC Transit service area is limited.

Appendix H Continued: Comments About Transit and Transportation Programs

BART
• I think for a lot of our youth, BART doesn't have convenient locations for pick-ups and drop offs. BART doesn't serve their needs for local transportation. • The cost of BART is an issue for most residents in the Harder/Tennyson area. It is too costly for a family to use except as a treat to go to an event. High school kids do use it to go to events (e.g. football games).
City of Hayward
• Hayward needs to market a better transportation program, possibly give people who use transit regularly a price break. • The number of times clients can use the City of Hayward paratransit program is limited.

Appendix I. Examples of Transportation Needs and Possible Solutions Described by Community Representatives

Transportation "Need"	Possible "Solutions" (and sample Community representative Comments)

Improved Fixed Route Transit Service	• Shuttles
	  ○ *Maybe there could be a shuttle in the late evening to BART after AC Transit has stopped running.*
	  ○ *Special shuttles*
	  ○ *Children's shuttles to and from school*
	  ○ *Organized shuttle that operates with pooled resources from all of the agencies and providers in the area. Would serve different programs on different days and at different times.*
	  ○ *Church buses could be available during the week to serve these neighborhoods.*
	  ○ *Care facilities should provide community shuttles.*
	  ○ *Shuttle services: from school through the district and from residential areas to work areas in the evenings and back*
	• Extended service hours for AC Transit and BART
	  ○ *The buses should run from 6:00 am to 11:00 pm.*
	  ○ *Buses along Tennyson should run later than 7:00 pm for people who work shifts.*
	  ○ *We want 24-hour BART/bus services.*
	• AC Transit vehicles, amenities and resources
	  ○ *AC Transit should use smaller buses, which are more environmentally friendly and better accepted by residents.*
	  ○ *Any transportation resources should be focused on building up AC Transit.*
	  ○ *Need bus shelters.*
	• Transit operators who are efficient, cheerful and reliable.

Appendix I Continued

Better Information About Transportation Services	• Education/Information ○ *Transit education could be better for the school – information provided at bus stops with pictures, etc., big sign, color coded, diagram.* ○ *An easy to use information center somewhere in the community* ○ *Create a transportation page on a local cable station with a continuous loop about services available, including maps, travel specifics and information in various languages.* ○ *Bilingual information* ○ *Better information on the buses* ○ *There is a need for a central information 1-800 number about transportation. Eden Information and Referral provides their services for the whole county. Whether they can answer a question depends on how it is asked, and callers may not know how to phrase what they need.*
Reduced Transit Fare For Low-Income Residents of the Community	• Subsidized taxi program • Free/discounted bus passes ○ *Single parent bus passes and senior citizen bus passes* ○ *Free or discounted youth passes for AC Transit* ○ *Subsidize AC Transit passes (i.e., explore Social Services funding or distribute passes through a CBO)* • Guaranteed ride home program
Improved Paratransit Service	• Subsidized taxi program • More flexible paratransit eligibility ○ *Use paratransit for different populations, such as to get children to school* • Better operators ○ *Transit operators who are efficient, cheerful and reliable* ○ *Sensitivity training for transit drivers*
Pedestrian and Traffic Safety Improvements	• Sidewalk and pavement improvements ○ *Comprehensive Sidewalk Plan throughout Cherryland* ○ *Just build new sidewalks everywhere possible. Anything is better than nothing.* • Bus Shelters • Improved handicapped access to and from BART • Bicycle parking ○ *Bicycles are often stolen – need better bicycle parking.* • Lighting • Other ○ *Crossing guards* ○ *More crosswalks* ○ *More law enforcement in school and senior zones* ○ *Senior and community centers should have markings on the street.* ○ *Some of the schools have set up a "parent train." Parents take turns walking the neighborhood children to school, picking them up at their houses along the way. This also addresses the child obesity problem.*

Appendix I Continued

Pedestrian and Traffic Safety Improvements (Continued)	• Safety
	  ○ *Should be safer between BART and school to bike and walk*
	  ○ *Streets can be more attractively landscaped, more pedestrian friendly*
	  ○ *Create better bus stops and safe places for people to access transportation*

Redevelopment	• Childcare programs
	  ○ *Childcare centers at BART*
	  ○ *Childcare at the workplace*
	• Intermodal transportation facilities
	  ○ *A mix of uses and all transportation services convening at one location*
	  ○ *Housing and jobs should be located at or near BART.*
	• Guidelines
	  ○ *Develop new public works guidelines so old neighborhoods can be appropriately retrofitted with new transportation amenities.*
	  ○ *Strengthen communication ties between developers and transit operators so developments meet transit and transportation needs.*
	  ○ *As part of the EIR process, alternative transportation services should be proposed.*

Automobile and Bicycle Solutions	• Low cost auto loans
	  ○ *Expand the auto loan program at Eden Youth and Family to assist with maintenance and insurance. Expand eligibility to low-income people who are not on CalWORKS, and tie to a plan for financial independence and case management to make sure the plan is followed. (Financial planning is included in the CalWORKS program.)*
	• Mileage reimbursement program/volunteer driver program
	  ○ *Mileage reimbursement for those who drive others*
	• Taxis
	  ○ *Subsidized late night taxis, especially in emergency situations!*
	• Government-sponsored vanpool program
	• Subsidized car sharing program
	  ○ *Subsidized car sharing is great but not the answer for Cherryland.*
	  ○ *Employer-sponsored car sharing program is needed.*
	• Other car subsidies
	  ○ *Fund to help people make their cars smog-free so they can continue to use them to drive to work. It can be expensive to make the upgrades.*
	• Bicycles
	  ○ *We need better and safer bicycle parking.*
	  ○ *Make Hayward more bike friendly, like Davis. Bicycling is a culturally acceptable choice for people from other countries who come here.*
	  ○ *Paint bikes yellow and leave them in the community for people to use.*
	  ○ *More Bicycle Lanes*

Appendix J. Evaluation of Additional Solutions

This supplemental appendix provides a discussion of the remaining solutions identified by community members as part of the public outreach process for the Community-Based Transportation Plan. Each solution is evaluated based on the criteria described in Chapter 1 of Memorandum 4. Based on the evaluation results, these solutions were not carried forward to the recommended community solutions.

Shuttles

Cost:	$60 per vehicle service hour;[1] from $65,000 to more than $400,000; could be $1M per year per community depending on the number of vehicles and the number of hours of service
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland - Alameda County (Redevelopment, Public Works, Social Services, Other); a nonprofit organization; employers South Hayward - City of Hayward, a nonprofit organization; employers
Funding:	Potential funding sources vary depending on the type of shuttle implemented: • For late-night shuttles, potential funding sources include the Low Income Flexible Transportation (LIFT) Program, Transportation Fund for Clean Air (TFCA)[2], Community Development Block Grants (CDBG), State Environmental Justice and Community Based Transportation Planning Grants (for planning purposes only), private foundations (see Chapter 3), and employer contributions. • Employer shuttles would be funded by employers. • Children's shuttles could receive funding from the Low Income Flexible Transportation (LIFT) Program, Community Development Block Grant (CDBG) funds, private foundations (see Chapter 3), the East Bay Community Foundation, and various service clubs. • Potential funding for Community Shuttles include State Environmental Justice and Community Based Transportation Planning Grants (for planning purposes only), private foundations (see Chapter 3), local retailers and service clubs.

Definition

For the purposes of this review, a shuttle is typically a small passenger bus or van that operates along a fixed or deviated route and connects important community destinations. Shuttles typically must be limited in service area to one neighborhood in order to reduce travel times.

[1] Tina Spencer, Manager of Long-Range Planning, AC Transit
[2] To qualify for TFCA funds, the shuttle would need to meet rail service during time when rail service is running.

Community outreach for this plan indicated that all three communities have a positive association with the concept of shuttle service. Community members and leaders suggested a number of solutions involving shuttle service, including late-night shuttles, employer shuttles, children's shuttles and community shuttles. Different types of shuttles are designed for different markets and have unique operating requirements. Some examples are as follows:

- A dedicated flex-route night bus in the Ashland area could circulate between Bayfair BART, Ashland's residential neighborhoods and businesses along E14th/Mission and Lewelling. It would allow neighborhood residents to use transit without having to walk long distances in the late evening hours.
- A medical or social service shuttle in South Hayward might connect South Hayward BART with the Eden Youth and Family Center, St. Rose Medical Center, and local parks or other services.
- A Children's Shuttle in Cherryland, because this community has a very high number of schools and school-aged children, could serve Head Start, after-school programs and the neighborhoods.

Why this Solution?

According to the community, a shuttle service would be more user-friendly than regular AC Transit fixed-route service and has the potential to provide "better service" during "longer hours". This might include an evening shuttle, running after AC Transit has stopped, with a driver who only serves one community, gets to know the passengers, and provides a more personalized level of service as a result. Community members envision a shuttle service with friendly drivers, buses that circulate close to their homes or destinations, free or low fares, and a sense of being "community-based" — provided locally and not part of a larger transit system.

Shuttle services that complement fixed-route transit can be very helpful in addressing transit gaps. They can be implemented to provide connections to transit centers (such as Bayfair BART or South Hayward BART), medical centers and supermarkets. They can also be implemented to connect employees with major employment centers.

The use of small buses and the ability to deviate somewhat from a fixed-route could provide a service approaching curb-to-curb convenience, and can convince some patrons to use them rather than costlier paratransit services. AC Transit's larger buses cannot serve some neighborhoods in the study area because of roadway conditions (narrow road widths, no sidewalks, cul de sacs, etc.), so a shuttle service using a smaller vehicle with more flexible stop requirements may address some of the perceived shortcomings of AC Transit.

Considerations

Shuttle service can be costly to operate. Privately contracted shuttle bus service costs approximately $50/revenue hour to run, and assuming weekday evening service only, this service would cost approximately $65,000 per year. Extending the service into the

weekend evenings would raise the cost to over $90,000 per year. If a flexible shuttle service were provided in the community at all times, the cost would reach nearly half a million dollars. These costs assume the service provides one shuttle bus and driver.

The route would have to be designed not to duplicate or compete with existing transit service, which actually may reduce ridership on regularly scheduled transit. AC Transit has been exploring the possibility of providing late-night demand-response transit service based at the BART stations but has encountered technical obstacles.

Shuttle service may be able to address a frequently voiced concern of the community: the lack of transit options after the early evening hours or the lack of local circulation in some neighborhoods. Youths interviewed in the project area as part of the outreach process expressed concern that if the shuttle were free, everyone (such as the homeless) would ride it and that would foster a negative perception of the service and a disincentive to ride it. Experience with late night and community shuttles suggests that the cost per beneficiary will be high because patronage could be quite low, and there are high fixed costs to creating the service. Since employers are not likely to fund a shuttle unless it serves their work site directly — and nonprofit community organizations are unlikely to get a private grant large enough to serve the general public in this way — funding is likely to need to come for the most part from governmental sources.

Implementation

A 12-18 month implementation period is assumed for a fixed or flex-route shuttle, because it would require some considerable time for planning and contracting with a provider, marketing and development of operating procedures. It is likely that negotiation with AC Transit and other transit agencies would also be required to ensure that this service is complementary and not competitive with existing service. After implementation, adjustments to it would be required after an initial assessment of line productivity.

Figure J-1 Applied Evaluation Criteria: Shuttles

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	High level of support; few advocates
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	Depending on ridership
5. Is a low-cost or no-cost solution	**M**	Costs depend on operating characteristics
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**H**	
12. Easy to use and understand	**H**	Will require good information and marketing
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	Shuttle would be localized in one community.
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Sensitivity Training for AC Transit and East Bay Paratransit Drivers

Cost:	Operating Costs: Driver wages would cost $88,000 for four hours of training;[3] Training would cost approximately $33,000;[4] Total: $121,000 Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit and East Bay Paratransit
Funding:	Sensitivity training is included in current budget. Additional funds would be needed to provide more training.

Definition

Sensitivity training can give drivers the expertise and skills to meet passengers' unique needs. This includes passenger assistance techniques and sensitivity skills appropriate for serving persons with disabilities or individuals from different cultures. Courses vary from four-hour workshops on specific disabilities/medical conditions to two-day driver-certification programs. During the community outreach for this project, many residents mentioned problems with "rude" drivers or driver who were insensitive to passengers' race and/or disability.

Why this Solution?

Drivers are the ambassadors of all transit systems, as they interact with passengers whenever they are on the job. Having diplomatic drivers capable of assisting the entire spectrum of passengers is an essential part of the services that transit operators provide. This is especially relevant as the county's population gets older and more ethnically diverse. These study areas are extremely diverse, with 69% non-white population in Ashland/Cherryland and 77% non-white in South Hayward and no majority race. The areas also have a high portion of seniors and people with disabilities housed in the community's many board and care facilities. As with all the solutions, the community expressed a need for this solution during outreach for this project. Sensitivity training can also help reduce the transit operator's liability.

[3] AC Transit; 1,100 drivers at $20 per hour; could be as much as $5.6 million for the 2-day training. $88,000 is calculated based on a 4-hour training for all drivers as described in the following text.
[4] 20 drivers per training means 55 four-hour trainings (for all 1,100 drivers) at $150 per training hour

Considerations

Both East Bay Paratransit and AC Transit currently have programs that emphasize sensitivity training. AC Transit bus drivers are currently required to complete a training program once per year (to be eligible for the Verification of Transit Training Certificate (VTT), required by the California Department of Motor Vehicles). The training program includes a section on passenger-driver relations. The training includes all the necessary components in the allocated time; any additional training would require more time. If they were to participate in additional training time, it would cost $20 per hour per driver. AC Transit will have about 1,100 drivers in January, and if all were required to take an extra four hours of sensitivity training, the additional cost would be approximately $88,000 plus the cost of the trainer.

AC Transit may also want to consider separating out the sensitivity training from the rest of the VTT training by having drivers take it at a separate time of the year. This will help reinforce the importance of the content, and not make it simply another mandated module in regimented training program. However, more driver time would need to be dedicated to training as a result. However, evaluating the program in this way would require dedicated funds.

Implementation

Implementation would depend on whether AC Transit and East Bay Paratransit continue to work with their current providers of driver training programs or contract out to another provider. The operators can request the full menu of training programs from their current providers to see if they offer the types of sensitivity training desired. In addition, the system operators may want to get feedback from their drivers and relevant staff to find out their opinion of the current training program, including how useful and up-to-date it is, additional issues that have come up that the training does not address, and so forth.

AC Transit and East Bay Paratransit may find that another vendor, as well as community participation, may provide a different approach to sensitivity training that would supplement the current VTT training. Input can be sought from neighboring transit operators who may be using other training courses.

Implementation of this program would take 12 to 18 months to determine which trainers to use, schedule the trainings and coordinate driver schedules so that they can attend.

Figure J-2 Applied Evaluation Criteria: Sensitivity Training for AC Transit and East Bay Paratransit Drivers

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**H**	Addresses cultural concerns; perceptions
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**L**	
7. Funding is identified through an existing plan	**H**	Is required component of driver training program
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	Community cannot "see" the impact
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**N/A**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

BART Service 24 Hours

Cost:	Operating Costs: about $1 million per year
	Capital Costs: several billion dollars for installation of additional tracks[5]
Communities:	Ashland and South Hayward, where BART stations are located
Lead Agency:	BART
Funding:	None possible at this time

Definition

This solution would establish 24-hour BART service. BART service currently runs from 4:00 AM to midnight on weekdays, 6:00 AM to midnight on Saturday and 8:00 AM to midnight on Sunday. Advocacy to extend these hours to cover service at all times has been significant in recent years.[6] A number of community members mentioned this as a potential improvement. In addition to providing another transportation option for people leaving entertainment or recreational venues (the reason most often cited), extended BART hours would provide an alternative to workers with non-standard work hours (swing shift, etc.).

Why this Solution?

BART is the primary transit mode for regional travel. Most other transit services in the study area feed BART service. Millions of passenger trips are made by BART each year, but for workers with non-standard hours, BART is not an option. This includes a good portion of the low-skilled population in the study area. Over the years, advocacy for expanded BART hours has gained strong momentum, and a number of community members suggested this solution.

Considerations

This program would be extremely expensive and complicated to implement. BART relies on its high ridership and fares to defray the high cost of providing rail service. Ridership during these early morning hours would likely be very low, resulting in an extremely high cost per passenger. BART maintains their cars and tracks at night and would need to install additional tracks to make single tracking possible throughout the night. During this time, these cars and tracks would not be available for routine and daily maintenance. The

[5] Approximately $201.64 per vehicle revenue hour (2000 National Transit Database), 3 vehicles per hour (to serve each line once per hour), 34 additional hours per week (4 additional hours per night weekdays, 6 on Saturday, and 8 on Sunday) = $20,567 per week or $1M per year, however, this is average cost per vehicle revenue hour and it should be marginal cost per vehicle revenue hour, which may be more because of the cost of keeping the stations open for very few trains. Operating costs could be reduced by skipping stops with lower patronage.

[6] "The Late Night BART organization has gathered nearly 6,000 signatures on a petition asking the rapid transit district to extend hours of operation…" *24-hour BART Service Not Likely to Happen*, Kamane Malva, The Pioneer, http://pioneer.csuhayward.edu/PioneerWeb/PioneerNews7-26-01/*PioneerNews7-26-01-page4.pdf

additional labor hours would not comprise an entire new shift and negotiations with the union to staff these additional service hours could also be expensive and time-consuming. In addition, access to and from BART during these hours would be limited because AC Transit service would not be available to provide the necessary local connections.

Implementation

Physical alterations to the BART lines would take several years. Planning, adjustments to BART's maintenance and operating schedules, and negotiations with the union would also require several years to implement.

Figure J-3 Applied Evaluation Criteria: BART Service 24 Hours

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	Region-wide advocacy exists; this came up in most community meetings.
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	Could be millions per passenger[7]
5. Is a low-cost or no-cost solution	**L**	Billions to implement
6. Has potential to attract existing funding sources	**L**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**H**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**M**	BART fares are still very expensive for the low-income
Implementation Criteria		
14. Short time to implementation	**L**	Many years to implement
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**L**	Rail is fixed

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	South Hayward and Ashland
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Long	

General Signage (Wayfinding, Map Kiosks)

Cost: Operating Costs: None

[7] Since ridership is likely to be very low and costs, particularly capital costs, very high.

	Capital Costs: Design costs: $13,000[8]-30,000[9]; about $200-500 per sign in Alameda County including labor[10]; $500-1,000 per sign in Hayward[11]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland - Alameda County Redevelopment; Community Development; Public Works. South Hayward – City of Hayward
Funding:	Potential funding sources include the City of Hayward/Alameda County/sales tax dollars, private funding from local businesses and institutions; T2030 and TEA funds.

Definition

The project proposes a public education campaign in the form of signage in local neighborhoods. The signs tell people which way to the nearest bus stop, commercial district, school, and any other major destination. It would have the additional benefit of creating "neighborhood character" through the sign's design.

Why this Solution?

The public is not always aware of their proximity to activity centers and transit. This is especially true for the many newcomers to the community. In addition, people traveling to a location for the first time could be assisted with signage that indicates where they should go for a bus, to shop, or a number of other purposes. Signage with a good community-oriented design could foster a strong community identity, increase transit use, and revitalize the local economy by letting people know which nearby destinations are within walking or bicycling distance (up to about three miles).

Considerations

- Neighbors sometimes object when signs are installed near their houses.
- The study areas generally lack adequate space in the right-of-way. Signs will need to be located carefully so as not to take up too much of what little space there is.
- Signs will need to be carefully designed and strategically located to complement the community character, have optimum impact and not cause clutter in the roadway.

[8] Heath Maddox, Bicycle and Pedestrian Planner, City of Berkeley; their signs cost $27.45 to 74.22 and assembly and installation $50 (existing post) to $140 (new post etc.) – about consistent with Art Carerra's figures
[9] Jim Gilford, Asst. Deputy Director, Alameda County Redevelopment
[10] Art Carrera, Road Program Manager, Alameda County PWA ($200), Jim Gilford, Alameda County Redevelopment ($500)
[11] Roxy Carmichael Hart, Senior Transportation Planner, City of Hayward

- This project may provide a nice community service, but some agency representatives expressed concern that it is not as important as other projects (for example, those that may improve safety) and should be ranked accordingly.

Implementation

Designing the signage system, sign creation, determining appropriate locations in the community, securing land rights and installation would take 12 to 24 months, including the bidding process.

Figure J-4 Applied Evaluation Criteria: General Signage (Wayfinding, Map Kiosks)

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**H**	
5. Is a low-cost or no-cost solution	**M**	Costs vary based on operating characteristics
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**M**	
12. Easy to use and understand	**H**	Requires good information and presentation
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**M**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Free or Discounted Bus Passes for Low-Income Individuals or Families

Cost:	Operating Costs: $20,000 annually for administration (conducted by existing organizations); costs to cover subsidy would vary based on available funds, percent of subsidy, demand, need, and income guidelines and could range from several thousand dollars to over $720,000 annually[12] Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	AC Transit or a community-based organization
Funding:	Potential funding sources include private foundations (see Chapter 3), as well as various employers

Definition

This solution would provide subsidized bus passes to individuals with low incomes meeting certain eligibility criteria. The bus passes would either be free (fully subsidized) or discounted so that users would not be paying the full retail amount.

Why this Solution?

There are significant numbers of low-income families and individuals in the study area (roughly 10% living below the poverty level according to the 2000 census). Transportation expenses can consume a large portion of any person's total income. They are often second only to housing/rental expenses. In other words, transportation costs can be larger than what a family spends on health care, education, food, and other necessities. In addition, people living below the poverty level often can't afford the outlay of $60 (for an adult) at the beginning of the month and instead pay each day as the money becomes available. They do not have the opportunity to take advantage of the discount provided by using a monthly pass, making bus travel even more expensive. Providing free or discounted passes can be an important step to not only increase the mobility of low-income residents, but also to help with many quality-of-life issues.

Considerations

Program administration and eligibility determination can be challenging, but good examples exist in the free lunch program or the Universal Lifeline Telephone service. Issues to watch out for include abuse or fraud, verifying beneficiaries' incomes, and others. It will also be

[12] Nelson\Nygaard Associates; Based on AC Transit Monthly Adult Pass Cost

essential to have strong coordination with the agencies/agency that handle(s) the distribution of the passes. AC Transit lacks funds; so, they would have to come from another source.

Implementation

The costs for free or discounted passes depends entirely on how many will be distributed and the level of discount. Figure J-1 presents two different scenarios for different levels of subsidies based on the regular adult monthly pass for AC Transit. It assumes that passes are available for 15% of eligible participants based on funding levels provided. The program can provide as many or as few subsidized passes as funding permits. About $20,000 per year should be factored in for administrative costs to run this program.

Figure J-5 Sample: Expenses Associated with Providing a Bus Pass Subsidy

	Current costs for monthly pass	Discount	Number of recipients[13]	Monthly Subsidy	Annual Subsidy
Adult	$60	100%	1,000	$60,000	$720,000
Adult	$60	50%	1,000	$30,000	$360,000

Requirements would need to be set up to determine eligibility. Different standards can be used as guidelines, such as the state's Universal Lifeline Telephone Service standards (through the Public Utilities Commission) or the U.S. Census' definition of poverty. It would be important to also consider the region's cost of living, which is higher than other parts of the state or country.

Distribution can be handled through a social service agency or community-based organization – essentially a group that already interacts regularly with the public and has customer service functions. Other desirable features for a distributor are being centrally located or already providing other social-service benefits.

Many important administrative factors will need to be determined before this program can be implemented as discussed above. In addition, the program will need a marketing campaign to ensure its success. Based on the complexity of needs, it should take approximately six months to kick off and another six months before the program can be reasonably evaluated for success (total one year for implementation).

[13] This table illustrates costs if passes were provided for 15% of the approximately 7,000 individuals living below the poverty level in the study area (based on 2000 Census data) receive a pass. If implemented, it would be necessary to determine how many subsidized passes to provide based on available funding.

Figure J-6 Applied Evaluation Criteria: Free or Discounted Bus Passes for Low-Income Individuals or Families

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	Interest high but no organizations have come forward to sponsor
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**L**	
6. Has potential to attract existing funding sources	**L**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**L**	Could be difficult to maintain dedicated funding
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	Will require good information and marketing
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	Shuttle would be localized in one community.
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Traffic Calming

- **Crosswalks**
- **Improved signage**
- **Landscaping to make the streets more pedestrian friendly**
- **Create pedestrian safety zone (through pavement markings) near senior and community centers**

Cost:	Operating Costs: Maintenance costs TBD Capital Costs: Speed hump $2,000-4,000 Traffic Circle $4,500-200,000 Lighted crosswalk $14,000-20,000; raised and textured $5,000-10,000; regular crosswalks $200-300 Pedestrian safety zone $500 per intersection Street trees $125/15 gallon tree; 1 tree per 50' frontage[14]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County South Hayward – City of Hayward
Funding:	Potential funding sources include Transportation for Livable Communities funds, Safe Routes to School, private foundations (see Chapter 3), and tax funds from Alameda County and the City of Hayward.

Definition

The community suggested a variety of solutions during extensive community outreach for this project that are categorized as traffic calming. These include:

- Crosswalks, which can be (1) lighted, raised and textured or (2) painted.
- Landscaping, though the use of street trees and other amenities.

[14] Lorna Coranza, Street Tree Program Manager, City of Hayward

- Pedestrian safety zones near senior and community centers, which would be a slow zone with striping and signage requiring drivers to be careful and yield to pedestrians (like school zones).

These improvements generally slow traffic, remind drivers of a pedestrian presence, and make the street a safer and more pleasant experience for pedestrians.

Why this Solution?

Much of the study area is designed for cars and oriented toward automobile use, even though some of the residential areas are traditional grid communities that could support pedestrian amenities and slower traffic. Even though auto circulation is important, pedestrians, bicycles, and transit users (who are ultimately pedestrians) have an equal right to a pleasant street environment. Members of the community who cannot or do not drive would benefit from these traffic calming mechanisms. In addition, areas around senior and community centers have a higher volume of children, seniors, people with disabilities, and members of the general public walking near them. It would be appropriate for the roadway to be designed to account for this high level of pedestrian activity in these locations.

Considerations

- Some engineers are concerned that crosswalks are dangerous because people are not as careful when using them.[15] Other agency representatives feel that reeducating the engineering community to accept the safety of crosswalks will be critical to creating a safer pedestrian environment.

- Traffic calming can be money- and labor-intensive.

- Public acceptance can be a problem. It can be difficult to reach a consensus with the community. For example, to install a speed hump, a large portion of the block must agree including the owners of the property immediately adjacent to the hump. But these residents often do not want a speed hump in front of their property because of the increased noise.

- Street trees must be placed carefully so as not to obstruct utilities and pavement. Maintenance can be an issue for landscaping, as after a few years, it is the property owner's responsibility. In this community, local residents have made it very clear that they do not want the responsibility.

- In many locations in the study area, streets lack the physical space (called parking strips) for street trees.

[15] The City of San Diego crosswalk study, conducted in the 1970s, that found a higher incidence of traffic accidents in crosswalks than at intersections without crosswalks.

Implementation

Implementation time and potential complications depend on which traffic calming mechanism is instituted. Implementing traffic calming measures in the community would likely be a two or three year process.

Figure J-7 Applied Evaluation Criteria: Traffic Calming

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L-H**	Varies widely; depends on components implemented
5. Is a low-cost or no-cost solution	**L-H**	Varies widely; depends on components implemented
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**L**	
12. Easy to use and understand	**M**	
13. Provides benefit to residents targeted in plan	**H**	Primarily benefits pedestrians and community members
Implementation Criteria		
14. Short time to implementation	**M**	
15. Roles and responsibilities are clear and realistic	**L**	
16. Can be modified as community needs change	**L**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	Improves pedestrian safety
E. Tiered by time horizon.	Medium	

Crossing Guards at Intersections with a High Incidence of Auto-Pedestrian Conflicts

Cost:	Operating Costs: about $20,000 annually for administration plus: • $14/hour through an agency • A student volunteer system would decrease crossing guard costs but increase administration costs • Managing the system directly about $19,000 a year for each part-time crossing guard or about $25,000 per intersection (4-5 hours per day of coverage)[16] Capital Costs: $150 per intersection for safety equipment/uniform
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County, school district, local CBO, or a local service club South Hayward – City of Hayward, school district, local CBO, or a local service club
Funding:	Potential funding sources include Alameda County, the City of Hayward, local school districts or local service clubs

Definition

Crossing guards are traditionally provided at busy intersections near schools. One or more individuals wait at the corner and assist people (usually children) as they cross the street. They generally wear brightly colored vests and sometimes wave small florescent flags and hold stop signs. However, this solution has no association with local schools. Considering there are a number of intersections around the study areas where pedestrians feel unsafe or there has been a high incidence of conflict between pedestrians and automobiles, this program proposes providing crossing guards at these locations throughout the community regardless of proximity of schools.

Why this Solution?

Intersections in the study area with a high portion of auto-pedestrian conflict have a variety of characteristics resulting in an unsafe environment for pedestrians. Cars often travel fast, and intersections and crosswalks are poorly marked. Some areas lack any pedestrian

[16] Debbie Parker, Transportation, Hayward USD, 510-784-2600; $500,000 for 26 part-time crossing guards (4 or 5 hours per day) to cover 20 intersections

facilities, even sidewalks, thus resulting in unsafe pedestrian behavior. As a result, the community proposed expanding the concept of the crossing guard to help all persons (not just school children near schools) navigate potentially dangerous intersections.

For example, Hayward USD has crossing guards at 20 intersections near their elementary schools. To do this, they employ 26 part-time crossing guards (4-5 hours per day) for a total of $500,000 per year. According to the Hayward USD, the crossing guards are very helpful with drivers who are aggressive or parents in a hurry. As part of this program, they have one crossing guard supervisor. They strongly recommend using a similar system for any crossing guard program.

Considerations

- Crossing guards can be unreliable as employees or volunteers. They are not paid well and require training and a high level of hands-on management.

- This solution could function as a temporary solution for lack of appropriate pedestrian facilities like pedestrian-friendly crosswalks, stoplights, or other capital improvements that foster safe driving.

Implementation

The first step in implementing a crossing guard program would be to identify the appropriate intersections through collision analysis and community outreach. This could take two to six months. Developing the management and administrative system could be completed simultaneously. Recruiting, hiring, and training the crossing guards/volunteers would take three to four months. The program could be implemented in six to 10 months.

Figure J-8 Applied Evaluation Criteria: Crossing Guards at Intersections with a High Incidence of Auto-Pedestrian Conflicts

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**L**	Addresses high traffic intersections only; pedestrians at these locations
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**L**	Only school district currently manages; would require new approach for different agencies
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	Especially if volunteers or service clubs participate
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Rails-To-Trails Parkway along Rail Corridor at Western Blvd.

Cost:	Operating Costs: Maintenance costs TBD Capital Costs: Acquisition costs TBD; design up to $100,000; implementation $3.1M[17]
Communities:	Cherryland
Lead Agency:	Alameda County Redevelopment Agency and many others (from Oakland to Fremont)
Funding:	Potential funding sources include the Rails to Trails Conservancy, Measure B funds, and TEA.

Definition

Both an elevated BART line and a surface Pacific Union railway run along Western Blvd. A one-and-one-half mile of the Pacific Union portion under the BART tracks has been identified as a potential location for a parkway for pedestrians and bicyclists. This would be particularly useful because Western does not have sidewalks and has a relatively high volume of pedestrian and automobile traffic. The space provided by the railway right-of-way could also provide space for bus pads.

Why this Solution?

Western Boulevard has a high volume of pedestrian traffic particularly associated with Cherryland Elementary School (about 500 school children and their parents each day according to Cherryland School representatives). Elementary school students and their parents must walk with automobile traffic to get to and from the school each day. Western is a narrow street with only one lane traveling in each direction and cars park along the edge where the sidewalk would be. The community has identified safety for pedestrians — particularly children — as a major issue in Cherryland, and this project would provide a pleasant greenway to walk or bike along instead of in traffic.

Western is too narrow and lacks needed pedestrian facilities to have a bus route. With the additional roadway space provided through acquiring the rail right of way, Western could accommodate both pedestrians and ADA accessible bus pads. Much of Cherryland lacks adequate bus service due to lack of space for basic facilities (sidewalks, etc.), so a route along Western would also address this issue.

[17] Nelson\Nygaard Associates, Caltrans Rail Right-of-Way Study, 2003

Considerations

Rail right-of-way conversion is a major undertaking. It is expensive and requires an extensive planning process and significant inter-jurisdictional coordination. Several specific constraints have also been identified through our research:

1) **Alternative uses**: Some county agencies have different ideas for how this space should be used. Some think it should provide an alternative arterial to E. 14th St and be used for standard roadway needs.

2) **Physical constraints**: The railway intersects with another roadway every block. These cross streets could be blocked for a continuous parkway or the parkway could break every block for crossing traffic.

3) **Right-of-way acquisition**: Pacific Union is requiring that the right-of-way be acquired in its entirety from Oakland to Fremont. Coordination of this purchase across jurisdictions would be significant.

Implementation

Rail right-of-way conversion is a significant undertaking. Purchase negotiations with Pacific Union and the many other agencies that would need to be involved would be very complicated. Based on the community's interest in this project, we have listed this segment for consideration as part of an ongoing Statewide Rail Right-Of-Way Study being conducted for Caltrans. Pending the outcome of that study, the corridor could be reviewed further for consideration as a Rails-to-Trails project.

Figure J-9 Applied Evaluation Criteria:

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**H**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**L**	
6. Has potential to attract existing funding sources	**M**	Measure B discretionary funds if seen as a regional enhancement
7. Funding is identified through an existing plan	**M**	Has been noted in Statewide Rail ROW Plan
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**M**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**L**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**L**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	Focus on local and regional recreation/mobility
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Long	

Parent Train

Cost:	Operating Costs: $50,000 per year for one FTE to coordinate through an existing CBO districtwide[18]; could also be done on a volunteer basis by a local service club or community residents[19] Capital Costs: None
Communities:	Ashland, Cherryland, South Hayward and beyond
Lead Agency:	Local CBOs, PTA, or service clubs
Funding:	Potential funding sources include the Transportation Fund for Clean Air, Safe Routes to School, California Office of Safety Grants, public health and health care sources, and private foundations (see Chapter 3)

Definition

A "parent train" is like a pedestrian carpool to school. Parents take turns walking a small group of children to school, stopping off at each child's home to pick them up and drop them off.

Why this Solution?

According to community and agency representatives, the "worst offenders" for breaking traffic laws and driving in a manner that is threatening to pedestrians are the parents who are dropping their children off/picking their children up at school. In addition, obesity is a growing problem across the US, and if people occasionally were to walk instead of drive it would help to address that problem (which may make it eligible for public health grant sources). A coordinated trip to school would provide a safe and healthy way for children to get to school while reducing congestion and poor driving behavior around the schools.

Considerations

According to the school district, they cannot operate, or even endorse, this project due to liability constraints. In addition, parents may not be reliable and the program would have to establish a backup system to ensure children arrive to school on-time since it is required for the schools to maintain their funding. (Schools receive a fixed figure based on each student who is at school before a given time in the morning. If a student or students arrive after that time, the school does not receive funding for them that day.) As a result, it is critical for students to have reliable transportation to school.

[18] Hayward USD
[19] The school district cannot be involved in any way due to liability concerns.

Implementation

As discussed in the previous section, this program could be implemented as part of the PTA or Booster Club, but not in association with the school. It would require one full-time employee to coordinate (districtwide) or part-time to implement on a smaller scale. Establishing the coordination system might take one month. Hiring the coordinator might take three months. Once the coordinator is in place, s/he could begin implementing the program immediately. However, it would likely take about one semester to market the program and establish a solid system of "parent trains."

Figure J-10 Applied Evaluation Criteria: Parent Train

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	Schools cannot officially support
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**H**	Costs vary based on program characteristics
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**L**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	Will require good information
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	Without school support would be a challenge to implement
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Increased Traffic Enforcement

Cost:	Operating Costs: Depending on the number of hours and staffing, either $54.75/hour (overtime for current employees) or $69.05/hour (new employees including benefits)[20] Capital Costs: None
Communities:	Ashland and Cherryland
Lead Agency:	California Highway Patrol (CHP), Hayward Police Department Traffic Division
Funding:	Potential funding sources include California Office of Safety Grants, Alameda County or funding from taxes.

Definition

When drivers break the rules of the road, they create a more dangerous street environment for pedestrians. Making a full stop at stop signs, yielding to pedestrians when making a right turn, and abiding by the speed limit increase safety on the road, especially for people who are not driving. If the CHP and Hayward police were to increase enforcement in the study areas, drivers might be influenced to drive more carefully and the incidence of pedestrian- and bicycle-auto conflicts might be reduced.

Why this Solution?

Some portions of the study area lack basic amenities such as sidewalks and crosswalks. According to residents of Cherryland, drivers need to be extra careful when pedestrians are forced to share the road with cars. Some pedestrians reported that they have experienced erratic or unobservant drivers because it is difficult to separate vehicular and pedestrian traffic. In the past, the Alameda County Public Works Agency would request that the CHP increase enforcement in certain portions of Cherryland or Ashland, and the CHP was able to accommodate them. However, the CHP determined it could receive local matching funds to allow for more consistent enforcement. CHP has a grant-writing staff that can provide assistance in establishing a funding source.

Considerations

The main reason the study area does not receive more enforcement activity is lack of funding. However, there are several other potential problems associated with the implementation of this solution:

- Recruitment of new officers can be an issue due to a lack of suitable candidates.

[20] Tina Cook, CHP (707-648-4180 X243)

- Depending on the level of enforcement (more than one FTE dedicated to this program), the officer may need supervision from a Sergeant, which would add to the total cost of the program.

- A salaried employee is more expensive than paying overtime to existing employees (because of the high cost of benefits), creating an incentive to provide a small increase in enforcement rather than a more comprehensive program with a dedicated staff (such as one Officer dedicated to the community).

- Increasing enforcement in response to inadequate infrastructure (such as sidewalks) is a temporary solution approach to the problem. A better solution in the long-term would be to start with designing and building the street to encourage safer driving.

Implementation

Once funding is established along with the basic parameters of the project (six to eighteen months), CHP would be able to implement the new system very quickly (within two months).

Figure J-11 Applied Evaluation Criteria: Increased Traffic Enforcement

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**H**	
13. Provides benefit to residents targeted in plan	**M**	Benefit to all community members/region
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Free "Yellow Bikes"

Cost:	Operating Costs: One FTE at about $50,000 per year inclusive
	Capital Costs: about $200 per bicycle for as close to 1,000+ as possible (to provide a "critical mass" of free bicycles): about $200,000
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland and Cherryland - Alameda County; a nonprofit organization
	South Hayward - City of Hayward, a nonprofit organization
Funding:	Potential funding sources include Measure B, Waste Management Funds, TFCA, private foundations, and public health funding sources

Definition

Free "yellow bike" programs provide low-quality bicycles in mass quantities for a community to use for free within the neighborhood. People are asked to ride a yellow bike for one or two trips and then leave it for the next person at their destination. Yellow bike programs offer a community service that provides a free mode of transportation.

Why this Solution?

Programs like this one have been implemented in Amsterdam, San Francisco, Portland, and Fresno, and more than 40 other cities and universities in the US and abroad. It provides a healthy, non-polluting mode of transportation that is free to the public. For the system to work effectively it needs:

- A manager/coordinator who can handle administration, marketing and education, and bicycle maintenance,
- Community-wide marketing and education (including bicycle maintenance classes),
- A system for donations of money and bicycles, and
- Volunteers to assist with managing and maintaining the yellow bicycles and rehabilitating donated bicycles.
- A theft protection program

Yellow bike programs are a community service that provides and maintains bicycles for the community based on the idea that they will remain on the street and will be used by a different person every ride or two.

Considerations

Yellow bike programs elsewhere have experienced problems with bicycles disappearing quickly, being vandalized or having their parts stolen. Other cities tell stories of bicycles being taken out of circulation for personal transportation, parts, and souvenirs of the program. Vandalism is also a problem for bikes left in public all the time. Providing enough bikes so that people don't feel like they need one of their own is a critical aspect of the program. Other cities have found it generally takes three attempts and 1,000 bikes or more to reach this saturation point.

Another obstacle that yellow bike programs have encountered is the need for an organized volunteer and donation system. To keep the bicycles working, they found it is more efficient to keep the tires filled with foam to prevent flats and weld the seats to the frame so that they aren't stolen. An effective education and public awareness campaign is critical to the program's success.

Implementation

It will take two to four months to recruit and hire the program manager (who could work out of an existing CBO). Once the program has a manager, it should take the manager about six to 12 months to accumulate and rehabilitate close to 1,000 bicycles through donations, flea markets and garage sales (and used bicycle stores), begin the marketing and education campaign in the community, and deal with any additional administrative issues for the program (establishing a parking location at major destinations such as BART stations, etc.). The bicycles should be available nine months after the program receives funding.

Figure J-12 Applied Evaluation Criteria: Free "Yellow Bikes"

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**L**	However, it is an uncommon solution
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**H**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	High potential for stolen bicycles limits impact
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**H**	
12. Easy to use and understand	**M**	Would require marketing campaign
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	Coordinator can work in both communities
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Security Camera under Overpass

Cost:	Operating Costs: $100,000 per year for two Sheriff Safety Aids to monitor; $5,000 for annual maintenance for an electronic system Capital Costs: Camera is $2,000 (with need of frequent replacement due to vandalism); Overall electronic system is $50,000; fake camera costs would be minimal[21]
Communities:	Ashland
Lead Agency:	Alameda County Sheriff's Office
Funding:	Potential funding sources include sales tax dollars, Alameda County funds

Definition

According to community representatives, the overpass between San Lorenzo High School and the Bayfair BART station experiences "high crime activities". A security camera could deter these activities, alert police when these activities are taking place or provide evidence after the fact.

Why this Solution?

A number of San Lorenzo High School students and employees walk between the Bayfair BART station and school. They have complained that youth congregate where Highway 238 crosses over the roadway, creating an environment that feels unsafe for passing pedestrians. People often feel obligated to walk the long way around, via Hesperian, to avoid this location. While it would be impossible to station a police officer at this location all the time, according to community members, a security camera might notify the police when there are problems or provide more information about these problems to determine the perpetrators.

According to the Sheriff's office, the security camera could be implemented using one of three different systems:

- A camera ($2,000) could be installed and Sheriff Safety Aids ($50,000 per year each, two would be needed to cover all key times) could be assigned to monitor it to alert the police where there is a problem.[22]

- An electronic system ($50,000 for installation, and $5,000/year for basic maintenance) in which tapes are kept for three weeks and reviewed quickly at regular intervals for after-the-fact evidence of problems.

[21] Alameda County Sheriff's Office
[22] It may be possible to assign this monitoring function to a private security agency at a lower cost.

- A fake camera and sign warning that the camera sends a message to the Sheriff's office could be installed (very inexpensively) at the location to deter illegal activities at this location.

Considerations

The main trade off is between observation timeliness (real-time or after the fact) and cost. Obviously, real-time observation would be a more effective way to monitor this location. However, the cost is significantly more. The fake camera may not have any impact on behavior and might not provide any enforcement benefit.

The key issue for this study is how important this solution is for improving overall mobility in the Ashland area. Although crime is a deterrent to walking and using the streets, funding and implementation of this effort may be more appropriately conducted as part of an overall community safety program.

Implementation

Depending on which strategy is selected, this program could be implemented within two to six months.

Figure J-13 Applied Evaluation Criteria: Security Camera under Overpass

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**L**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**M**	Costs vary based on characteristics
6. Has potential to attract existing funding sources	**L**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**N/A**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	Depends on type of camera installed
16. Can be modified as community needs change	**M**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Increase Police in the Community to Make Streets Safer

Cost:	Operating Costs: $115,000 to $144,000 annually per officer (4 to 4.5 officers for 24-7 coverage)[23]
	Capital Costs: NA
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County Sheriff's Office
	South Hayward – City of Hayward Police
Funding:	Local tax dollars would be the appropriate funding source for this solution. Both lead agencies would be willing to employ their grant writing staff if they had established the availability of a local match.

Definition

An additional police officer assigned to the community would increase safety for pedestrians, making the communities more pedestrian-friendly.

Why this Solution?

The perception of safety on the street has a huge impact on the pedestrian-orientation of a neighborhood. The community expressed concern about feeling unsafe on their streets, and suggested that increased enforcement is a potential solution. Police coverage of the neighborhood could range from having one officer assigned to the community during key crime hours to covering the community 24 hours every day.

Considerations

Both the Hayward Police and the Alameda County Sheriff's office expressed enthusiasm for this idea. They have staff dedicated to pursuing grants, and their main constraint has been the need for a local match. In general, no local money has been available to make it possible to provide better police staffing to the neighborhoods.

Implementation

Once the funding was established for this project, the police/sheriff's office could implement the program within three to six months.

[23] Alameda County Sheriff's Department; City of Hayward Police Department

Figure J-14 Applied Evaluation Criteria: Increase Police in the Community to Make Streets Safer

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**H**	Support in all communities
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**L**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	But police are willing to assist in seeking funding
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	Does not have measurable transportation impact
10. Addresses community-wide needs	**H**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**N/A**	
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	Once funding is secured
15. Roles and responsibilities are clear and realistic	**H**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	No	
C. Has potential for funds from multiple sources	No	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Volunteer Driver and Reimbursement Programs

Cost:	Operating Costs: Approximately $16,000 for mileage reimbursement for the three communities, $20,000 per year for administration as part of an existing CBO (would be less expensive per community if combined with other communities as part of an expanded service area)[1] Capital Costs: None
Communities:	Ashland, Cherryland, South Hayward and beyond
Lead Agency:	Local CBO or service contractor (must be a public agency to be eligible for TDA funds), should cover a large service area for economies of scale
Funding:	Potential funding sources include dedicated TDA funds, LIFT, Older Americans Act funds, TFCA, private foundations (see Chapter 3), and donations/funding from service clubs.

Definition

Volunteer driver programs provide transportation services to people who do not have access to a car. These trips are usually to service-oriented destinations, such as medical or job training/placement appointments as well as shopping for food and clothing. Including a mileage reimbursement component to the program helps to provide an incentive for volunteers.

Why this Solution?

People can utilize volunteer driver services for trips as basic as grocery shopping, regular treatments for a medical condition, and other places they are unable to drive themselves or get a ride from someone else. Given limited transit service and recent cutbacks, volunteer drivers could fill a critical gap for important trips for transit-dependent persons. The reimbursement element fosters higher recruitment and increased longevity of participation.

Volunteer driver programs have several basic components:

- Registration for passengers: This can be based on geographic needs, auto-mobility (the program should be available to people who do not have a roadworthy automobile), and trip-purpose eligibility. There should be a pre-registration requirement and insurance waivers.

[1] Nelson\Nygaard Associates; Based on approximately 10% of the car-free households per community taking a trip by volunteer driver two times per month (24 times per year) with an average trip distance to 10 miles and reimbursement at $0.375 per mile.

- Registration for volunteer drivers: This includes recruitment, background checks, license and insurance requirements.
- Trip-requests: It is necessary to develop a system to require pre-approval based on trip purpose, destination, and the individual's situation.
- Reimbursement: Typically based on standards for local public agencies (currently $0.375 per mile, based on IRS guidelines).

Considerations

A volunteer driver program can be complicated to establish. A fundamental knowledge of and ability to afford different insurance coverage is needed as such a program should carry comprehensive general liability insurance, business auto liability insurance, volunteer dishonesty, and directors and officers liability insurance.

The program depends a lot on volunteer driver participation and reliability. Good volunteers can be difficult to attract, but this program provides some incentives for drivers to volunteer. Attrition is inevitable, and as such, recruitment is an ongoing process.

These types of services address the needs of low-income people and/or seniors in a community, but they do not create a greater mobility for the entire community as would be fostered through improved transit service.

Implementation

Implementing a volunteer driver program would take about six to 12 months to establish, market and implement including the following key steps:

- Develop administrative protocols and service policies.
- Develop administration contract specifications and RFP.
- Call for and evaluate program administration proposals.
- Design public information materials.
- Inform public and social service agencies of the new driver reimbursement program.
- Implement and administer registration process.
- Provide staff orientation.
- Select program administrator and implement program.

Figure J-15 Applied Evaluation Criteria: Volunteer Driver and Reimbursement Programs

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	Serves specific population with limited mobility
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**M**	But also benefits community members who drive
6. Has potential to attract existing funding sources	**H**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	Difficult to determine impact
10. Addresses community-wide needs	**M**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**M**	
13. Provides benefit to residents targeted in plan	**H**	Provides an option for those with greatest need
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Taxi Vouchers (Free or Subsidized) for Emergency Situations

Cost:	Operating Costs: $1,500 for 50 trips per year; minimal administrative costs as part of a larger transportation program Capital Costs: None
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – Alameda County, Alameda County Congestion Management Agency, or a CBO South Hayward – SEATAPP; could also be administered by the City of Hayward or another CBO
Funding:	Potential funding sources include Air Quality District Funds, CDBG funds, and private donations.

Definition

Similar to the Alameda County CMA's Guaranteed Ride Home Program, a Taxi Voucher program would allow an organization to distribute taxi vouchers to low-income people for certain types of trips (commute trips home after transit has stopped running when work ran long, job interviews to transit inaccessible locations when a car is in the shop, one-time medical appointments).

Why this Solution?

Taxi vouchers provide an additional transportation option when transit does not provide service between two locations at the time a person needs to travel. They should be considered an alternative for one-time trips under temporary circumstances such as the car is in the shop, a one-time medical appointment, or an unexpectedly late shift at work.

According to community representatives, much of Cherryland does not have adequate transit service (both spatially and temporally, an assertion is supported by MTC's Lifeline Report). Other concerns include cuts to AC Transit service. In certain circumstances, taxi vouchers could address these types of gaps.

Considerations

SEATAPP used to provide taxi vouchers for CalWORKS participants for certain types of trips, but found it difficult to effectively monitor their use. They distributed the vouchers to CBOs who either neglected to use them or permitted them to be used inappropriately. SEATAPP now provides lockboxes to their CBO partners to avoid theft of the vouchers, but terminated

the taxi voucher program and has received little negative feedback about the program termination.

Ensuring appropriate use of taxi vouchers is a serious consideration. In addition, these vouchers would just provide a one-time, temporary solution to the larger problem of lack of access to jobs and services in the study area. However, the purpose of this solution is to "fill a void" when regular transit is not available.

Implementation

Using SEATAPP as an example, the program could implement a taxi voucher program again with more stringent protocol for use. This program could be expanded to include other (non-CalWORKS) low-income residents. An income threshold would need to be established, with pre-screening of applicants by this or another local nonprofit or agency. Annual taxi rides would cost $1,500 to provide 50 trips per year. The annual administration of re-implementing this program with broader eligibility requirements would be minimal.

This program would build on an existing program, so aside from the task of devising and administering new eligibility criteria and more stringent protocols, it would fit well within the existing program and could be implemented within a short time frame. The program, however, based on the sample funding scenario, would help a very modest number of people, at 50 annually.[24]

[24] Spergon Hunt, SEATAPP Transportation Program, based on their experience with a taxi voucher program

Figure J-16 Applied Evaluation Criteria: Taxi Vouchers (Free or Subsidized) for Emergency Situations

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**H**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	
10. Addresses community-wide needs	**L**	
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**M**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	Responsible agency to be determined
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	No	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Vanpool Programs Subsidized by Local Employers

Cost:	Operating Costs: Usually $25-150 per month per rider depending on the distance, size of the vehicle, type of subsidy, and level of employer participation Capital Costs: If van purchase is required, $20,000 - $30,000 per van[25]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Local employers
Funding:	Potential funding sources include the participating employers and the Transportation Fund for Clean Air.

Definition

Similar to a carpool, a vanpool consists of a group of people who regularly commute to and from work together in a van. The number of people traveling in a vanpool can range from nine to 15, depending on the size of the vehicle.

Most vans are either owned or leased by individual commuters, and a few are operated directly by employers. Each driver commits to taking the other passengers to and from work each day. Each vanpool sets its own route and schedule. Most groups have common meeting points to reduce the overall travel time. RIDES for Bay Area Commuters, Inc. is an existing organization that provides support such as ridematching, insurance and leasing referrals, but not funding for vanpools.

Why this Solution?

Vanpools help workers cut down on the time they spend commuting to and from work for long commutes (usually 40+ miles each way), especially if they take advantage of carpool lanes on freeways. They typically allow participants to save money on gas as well as wear and tear on their personal vehicles. There are also external benefits to vanpools, including reducing traffic congestion and improved air quality. Vanpools work best when they serve high-density employment centers which are not as likely to employ the target population of this plan.

Lack of transportation may prevent some local residents from finding and sustaining employment. Considering the limited transit service in the project area, AC Transit's current budget constraints, and minimal service coverage in some parts of the study area, commuter vanpools may provide a viable alternative to local workers and unemployed persons.

[25] Nelson\Nygaard Associates; RIDES for Bay Area Commuters; Mervyn's Headquarters, Hayward.

Employers who may have difficulty maintaining a reliable workforce might be inclined to subsidize vanpools to address that problem.

There are many resources that can help employers and individuals to participate in vanpools. RIDES for Bay Area Commuters has vanpool consultants who specialize in helping both employers and workers to set up vanpool programs. Examples of services provided by RIDES include helping to fill seats through a ridematch database and providing recruitment materials and referrals to van-leasing companies. There are also commercial companies, such as Enterprise Rent-a-Car or VPSI, which offer technical assistance and special vanpool packages. These can include van maintenance, roadside assistance, and other features.

Considerations

Maintaining a vanpool program requires ongoing work. The number of employee inquiries may vary on a monthly basis, especially if there is attrition within an individual vanpool arrangement or when employees enter or leave an organization. It would be important to keep information as up-to-date as possible.

Vanpools are only a viable form of transportation when a group of nine to 15 workers live and work near each other and have similar work hours. This critical mass can be difficult to establish and sustain. While there are a few large major employment locations within the study area (e.g., Bayfair Mall in Ashland, St. Rose Hospital in South Hayward), most local residents are commuting to jobs that are located, in some cases, well beyond Central Alameda County. Identifying employers with large concentrations of employees who live within Ashland and Cherryland, for example, will be a challenge. This program would require extensive participation by major employers who will be required to play a significant role in administering the vanpool program. This can be a challenge in any community.

Vanpool drivers are volunteers, not paid for their driving and coordination efforts other than the bonus of weekend and evening use of the van and sometimes reduced commute costs. Drivers can be difficult to sustain and vanpools sometimes fall apart easily as a result.

Set work start and end times are necessary to make vanpools work. However, sometimes people must work late or return home before the end of the day (due to illness, illness of a child, or other personal issues). To make it work for all riders, vanpools cannot accommodate any flexibly in schedule, which will make some workers more inclined to drive themselves if they have that option. Workers who do not drive or have a car may not be able to sustain employment using a vanpool when other issues come into play (such as illness of a child or a doctor's appointment). Thus, employers subsidizing or participating in a vanpool program would ideally also be located near scheduled transit services or be eligible for and registered participants in the Alameda County CMA-sponsored Guaranteed Ride Home Program (this may not pertain to any employers in the area).

Implementation

Costs vary, depending on an employers' level of subsidy/participation, size of the van used, and commuting distances. If they receive no subsidy from employers, an individual's costs can range from $25-150 each month.

Employers can be involved at many different levels, including the following:

- *Developing partial or total payment plans/subsidies*. Employers can agree to pay for all the vanpool costs or splitting expenses (e.g. the employer would pay for the van lease and employees pay for gas). Mervyn's Headquarters in Hayward subsidizes up to $35 per month per employee to help pay for car/vanpooling or transit expenses. About 100 of Mervyn's 1200 employees receive this monthly subsidy. A source in its human resources department has said that administrative costs are minimal.

- *Implementing a commuter choice program*, such as Commuter Checks. Vanpoolers can also take advantage of federal tax incentives if their employers participate in Commuter Checks. This incentive allows commuters to set aside up to $100 per month pre-tax from their gross income to pay for vanpool costs, saving workers up to $780 a year on taxes. Some rental car companies, such as Enterprise Rent a Car, accept Commuter Checks as cash payment for vanpools.

- *Maintaining an internal database* to help match vanpools with employees who want to participate in a vanpool. Some vanpool rental companies can provide employers with software to develop this database for internal employees only. RIDES also maintains a ridematch database for Bay Area-wide commuters who are looking for vanpools.

- *Marketing and outreach* to educate workers about vanpools and inform them of the employers' roles to help them participate. RIDES has free sample e-mails, announcements, newsletters, and artwork available for employers.

Figure J-7 Applied Evaluation Criteria: Vanpool Programs Subsidized by Local Employers

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**L**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**M**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**L**	
8. Funding for operating and maintenance identified	**M**	
Transportation Service Criteria		
9. Effective and measurable impact	**M**	
10. Addresses community-wide needs	**M**	Origins and destinations of passengers need to match
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**M**	
13. Provides benefit to residents targeted in plan	**M**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	Requires careful coordination/participation by employers
16. Can be modified as community needs change	**H**	

DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	Yes	
E. Tiered by time horizon.	Short	

Assistance with Car Repair for Smog Certification

Cost:	Operating Costs: $50,000 to repair 25 cars per year; $20,000 to run the program Capital Costs: None[26]
Communities:	Ashland, Cherryland and South Hayward
Lead Agency:	Ashland, Cherryland – SEATAPP's program could be expanded to include these communities South Hayward – CalWORKS recipients are currently eligible for this program administered by SEATAPP.
Funding:	Potential funding sources include CDBG funds, private foundations (see Chapter 3), and State subsidies available for reductions in costs for smog-related car repairs

Definition

Subsidized car repair is provided by a community-based organization to low-income residents who cannot afford to fix their car without assistance.

Why this Solution?

A reliable automobile can make it possible for a low-income or unemployed person to get a job or a better job. Many low-income people already have a car that needs repairs they cannot afford. Currently, SEATAPP provides assistance with car repair to CalWorks participants in the cities of Hayward, Union City, Newark, and Livermore. They contract with mechanics and each repair usually costs between $1,800 and $1,900. Currently, they repair 20-25 cars per year. This program could be expanded to include non-CalWORKS low-income persons and cover the Ashland and Cherryland neighborhoods.

Considerations

The main obstacle that SEATAPP encounters is that their funding stipulates that they are not permitted to fund repairs when the cost of the car repair is greater than the value of the car. When this happens, they try to negotiate with the mechanic for a discount, get a second mechanic's bid, or ask the recipient to cover the difference. In general, program coordinators prefer that the recipient contribute some money to the repair to make them understand its value and take care of the car. In addition, the program is very helpful to its

[26] Spergon Hunt, SEATAPP

few recipients, but does not foster a socially- and environmentally-equitable solution for everyone like improved transit service might.

It should be noted that there are already some state-sponsored assistance programs for car owners who cannot afford to make all necessary emissions-related repairs. This is primarily in the form of temporary financial relief through a Repair Cost Waiver and an Economic Hardship Extension (allows deferral of some repairs). The State Department of Consumer Affairs/Bureau of Automotive Repair (DCA/BAR) has a Repair Assistance Program to help low-income motorists pay for emissions-related repairs (offering up to $450), as well as a Vehicle Retirement Program, which offers $1000 cash to owners of qualified high-polluting vehicles.

Implementation

SEATAPP's project could expand to include other (non-CalWORKS) low-income residents and persons living in Ashland and Cherryland. An income threshold would need to be established, with pre-screening of applicants by this local nonprofit. Annual repair costs would be $50,000 to repair 25 cars per year. The annual administration of an expanded program assumes additional staff time and would cost about $20,000 per year.

This program would build on an existing program, so aside from the task of devising and administering new eligibility criteria, it would fit well within the existing program and could be implemented within a short time frame. The program, however, would continue to help a very modest number of clients, only 20-25 people annually.

Figure J-18 Applied Evaluation Criteria: Assistance with Car Repair for Smog Certification

EVALUATION CRITERIA	RATING	COMMENTS
Community Support and Participation Criteria		
1. Has community support and advocacy	**M**	
2. Addresses priority local needs	**M**	
3. Incorporates the needs of diverse communities	**M**	
Funding and Cost Criteria		
4. Is efficient, based on cost per beneficiary	**L**	
5. Is a low-cost or no-cost solution	**M**	
6. Has potential to attract existing funding sources	**M**	
7. Funding is identified through an existing plan	**M**	Funding is available through other programs
8. Funding for operating and maintenance identified	**H**	
Transportation Service Criteria		
9. Effective and measurable impact	**L**	
10. Addresses community-wide needs	**M**	Only 20-25 car repairs/year
11. Reduces travel time to major destinations	**N/A**	
12. Easy to use and understand	**M**	Will require good information and marketing
13. Provides benefit to residents targeted in plan	**H**	
Implementation Criteria		
14. Short time to implementation	**H**	
15. Roles and responsibilities are clear and realistic	**M**	
16. Can be modified as community needs change	**H**	

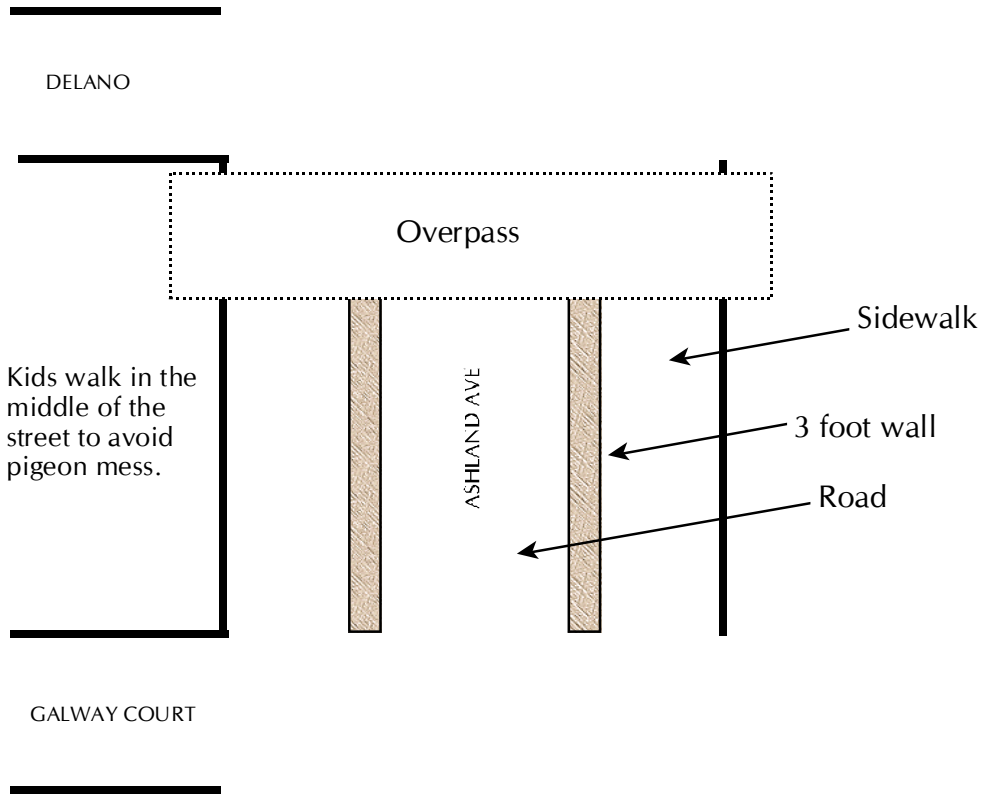
DESCRIPTIVE FACTORS	RATING	COMMENTS
A. Community plays a role in implementation	Yes	
B. Bridges the needs of the study communities	Yes	Shuttle would be localized in one community.
C. Has potential for funds from multiple sources	Yes	
D. Provides additional transportation option	No	
E. Tiered by time horizon.	Short	

Appendix K. Open House Comments

Cherryland-Ashland Community-Based Transportation Plan

Open House 2-23-04 Comments (22 attendees)

- Use smaller buses
- Microbuses (Vans)
- More efficient lighting sources
- Install sidewalk in order to begin busing (no sidewalks – no buses)
- Pigeon mess under overpass on Ashland Avenue. Walkway is very unsanitary.



- Lack of lighting related to higher rates of crime! More lights = less crime.
- What about stoplights/cameras?
- Stop signs, Yield signs, crossing signs vandalized or broken to the point that the community is unsafe.

- Signs that do exist are not respected.
- Intersections not safe – need crosswalks.
- Because of unincorporated areas, safety/security is an issues, i.e., no local law enforcement. Also, rate/time that it takes to receive services is an issue.
- Fire/ambulance.
- Thank you for asphalt sidewalk on Medford from Montgomery to Western.
- Don not reduce lanes on Mission.
- Sidewalks on side of street, bike lane on the other (Cherryland) (Bike lanes wide enough for power wheelchair, small power vehicles, i.e. golf cart)
- Sidewalks
- Multilingual information
- Increased knowledge of transportation
- Railroad crossings are too narrow for people and cars. This is not safe for pedestrians.

= =

Additional typed notes brought to meeting, from Susan and Tom Fowle:

1. Real Crosswalks

Along Montgomery, Medford to Grove, and elsewhere in unincorporated Alameda County, almost all intersections lack painted cross walks. Some have a single line, presumably where cars should stop. These single lines are rarely even a continuation of the sidewalk, so it appears cars are given permission to stop beyond where pedestrians would cross. THIS IS DANGEROUS.

2. Pedestrian Access at Shopping Malls and Centers

Pedestrian access and safety at malls and shopping centers is badly lacking.

- **To go from Bay Fair Mall (Macy's), for example, to the E. 14th bus stop,** one must walk through a busy parking lot, with no sidewalks, look very carefully for possible fast moving traffic from the right at the edge of the parking lot, stop at the first sidewalk, look very carefully again for fast traffic from the left, then finally cross to the bus stop.
- **Crossing from Target or Longs north to the adjoining mall (Michaels, etc.)**, pedestrians must walk through parking lots with no sidewalks and try to cross at what appears to be a crosswalk, but which is blocked by planted areas on the Bayfair side.

What we need are raised sidewalks so cars cannot cut through empty parts of parking lots at high speed (endangering pedestrians) and clearly marked crosswalks which are continuations of the sidewalks.

Developers of these facilities must be legally force to provide safe access for pedestrians, both in new construction and during any remodeling, such as Bayfair is undergoing.

Transit

- **Railroad crossings** need cement or asphalt pedestrian walkways on both sides of the street along Western at Medford and Hampton, wide enough so 2 people can walk side-by-side and not fear they are walking in the car lane. Rocks and tracks are the current alternative, and are not sufficient. If a pedestrian fell on this poor footing, it could be very dangerous. There should also be a clearly painted walkway/car lane demarcation.
- **Buses on time:** three 82s in a herd is ridiculous, especially when you've been waiting for 40 minutes.
- **Tripping Hazard.** Buildup of repaving asphalt or tar at gutter edge is a pedestrian tripping hazard.
- **Two-line painted crosswalks,** not single stopping line which is usually in the middle of where a pedestrian would expect to walk.
- **Frequent reminders,** especially in DMV tests, web site, etc., that pedestrians have right-of-way. This legal fact seems to be increasingly downplayed. I remember with great anger a driver who said if I was walking across his path, he'd stop, but if I paused short to be sure he would stop, he'd drive by. Why should I be expected to risk my life in front of idiots who only have to move their foot about six inches to reach the brake?

South Hayward Community-Based Transportation Plan

Open House 2-24-04 Comments (12 attendees)

- Try to use grass-roots non-profit to do translation. Look for creative, non-traditional groups to do translation (for multi-lingual info solution).
- Combine or work in tandem. Two solutions: Multilingual info and info center in the community
- Shuttle system for South Hayward
- Use of energy-efficient vehicles
- Should notify the E.D.C. of City of Hayward that they need to consider infrastructure needs besides redevelopment areas.
- Scheduling between BART and bus is a problem when either BART or bus is delayed (creates being late for appointments, etc.)

- Not enough shelters at bus stops – when "it rains it pours"
- Major need is the promotion of public transit in multi-languages
- Free busing for students
- Ditto on the last four bullet points
- We keep doing this (studies/research) yet I keep reading that we just cut transportation – pretty soon it's going to be very hard to get people to come and do this. I'm glad I'm not the one doing this because people (the community) are beginning to lose enthusiasm for this.
- BART needs to run until 3:00 AM
- Too expensive
- BART & Bus: Unsafe. Especially late hours or after dark
- Need bus line down A Street
- New bus routing is WORSE for (further to walk, buses take too long) Tyrell/Shepherd/Glassbrook School Communities
- Certain bus drivers are consistently late. This is particularly important when you must transfer.
- Earlier/later bus service
- 391 route doesn't run back if no one is on the bus – unreliable driver thinks it's a taxi service. Makes own rules. Talks on cell phone (many do).
- Bus routes change and bus numbers change with no notice
- Ventura bus stop in. Orange County – look at how they do it.
- Bring back the old 92 bus route. It was efficient before you screwed it up.
- Bus for Whitman Road. Too long a distance to reach anything convenient.
- A person has to walk all the way to South Hayward BART if they want to reach anything in South Hayward.
- The 91 only goes to Downtown Hayward BART.
- The 411 on the boards should have been available on a handout.
- Problem of "perceived" unreliability of Paratransit is not addressed in solutions. How are we going to change the "perception"?
- Not convenient to ride/take public transportation – no industrial area bus routes – and that is where people work. Lines are not direct – take you too far out of your way.
- Times are not conducive to weekend work hours.

Appendix L. Outreach Findings

Figure L-5 AC Transit Issues (from Community Surveys)

	Ashland	Cherryland	South Hayward
Bus does not come often enough on weekdays	14%	7%	25%
Bus does not come often enough on weekends	24%	16%	28%
Bus does not run early enough	14%	10%	19%
Bus does not run late enough	5%	14%	6%
Bus doesn't go close to the places I go.			6%
Bus is not available near my home	19%	23%	13%
Buses do not circulate frequently		1%	
Connections between systems are complicated	24%	26%	3%
From Bus to destination is too far		1%	
Too expensive		1%	
Total Reponses	*21*	*81*	*32*

Figure L-6 Examples of Possible Solutions

Area of Focus	Possible "Solutions"	Ashland	Cherry-land	South Hayward
Transit Service, Access and Information	• Shuttles			
	• Extended service hours for AC Transit, East Bay Paratransit and BART			
	• Better AC Transit vehicles, amenities and resources			
	• Transit operators who are efficient, cheerful and reliable.			
	• Education/information			
	• Subsidized taxi program			
	• Free/discounted bus passes			
	• Transit service that goes door-to-door			
	• Improved service frequencies			
	• Local transportation information center			
	• Signage			
	• Trip planning assistance			
	• Bilingual bus drivers			
	• Properly maintained bus shelters			
Pedestrian, Bicycle and Traffic Safety Improvements	• Sidewalk and pavement improvements			
	• Bus shelters			
	• Bicycle parking			
	• Bicycle lanes			
	• Install crosswalks			
	• Crossing guards			
	• Better lighting			
	• Security cameras			
	• Police in the community			
	• Traffic calming			
Automobile-Based/Other	• Low cost auto loans			
	• Mileage reimbursement program/volunteer driver program			
	• Government-sponsored vanpool program			
	• Subsidized car sharing program			
	• Auto repair subsidies (for smog compliance)			