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EXECUTIVE SUMMARY

The Metropolitan Transportation Commission (MTC) has allocated funds to develop Community-Based Transportation Plan (CBTP) updates for the Bay Area’s Communities of Concern, including the Monument Corridor in the City of Concord. The concept of the CBTP was born out of MTC’s Lifeline Transportation Network and environmental justice efforts nearly 20 years ago. While much has changed since the release of those original reports, transportation challenges remain and may become more severe unless addressed with strategic planning alternatives. Foreseeable challenges to be addressed in this CBTP update include public agencies facing significant fiscal obstacles to delivering adequate mobility services for the general population, the over 80-year-old population continuing to grow at a faster rate than other age cohorts, as well as difficulties consistently meeting mobility and accessibility needs of individuals with disabilities, low-income families, and racial and ethnic minority populations.

This planning effort required a review of previously written reports and studies to inform the development of a new Community-Based Transportation Plan for the Monument Corridor in Concord. These prior reports and studies identify transportation gaps, highlight the need to make street conditions safer for pedestrians, to improve safety on existing and future bicycle infrastructure, and to expand access to transit in the CBTP Community of Concern. This CBTP update includes a review of the following studies:
Table 0-1 Reviewed Plans

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<th>Countywide Plans</th>
<th>Regional Plans</th>
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<tr>
<td>• 2030 General Plan</td>
<td>• CCTA Comprehensive Transportation Plan – 2017 Update</td>
<td>• BART Station Access Policy – 2016</td>
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<tr>
<td>• Downtown Specific Plan – 2016</td>
<td>• County Connection Comprehensive Operations Analysis – 2018</td>
<td>• Plan Bay Area 2040 Equity Analysis Report - 2017</td>
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<tr>
<td>• Downtown Corridors Plan – 2016</td>
<td>• Bicycle, Pedestrian, and Safe Routes to Transit Plan – 2016</td>
<td>• Contra Costa Countywide Bicycle and Pedestrian Plan – 2018</td>
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Study Area Demographics

The 2010 population of the Monument Corridor was approximately 24,400 people, comprising 20% of Concord’s total population. By 2040 the population in the Study Area is likely to increase by more than 25%, and the surrounding area within the City of Concord is expected to experience even more growth. The median household income in the Monument Corridor is about $45,000, which is significantly lower than the median household income for both Concord and the County. While the age distribution is consistent with Concord and Contra Costa County, the proportion of seniors (65 and older) is projected to increase in the Corridor over the next two decades.

According to the U.S. Census, approximately 15 percent of the Study Area population has a physical disability, while 6.5% in the Study Area have a sensory disability (hearing or visual). In the Monument Corridor, over a third of all people are linguistically isolated. Linguistic isolation has been defined by the Census Bureau as “A household in which all members age 14 years and over speak a non-English language and also speak English less than “very well” (have difficulty with English) is ‘linguistically isolated.’”

Public Outreach and Engagement

The outreach approach was designed to engage members of several specific population groups, including but not limited to, senior citizens, persons with disabilities, and low-income residents. The following techniques were used to learn about the community’s transportation mobility and accessibility challenges, in addition to their ideas for strategies to address those needs.

- Project Working Group (PWG) meetings
- Steering Committee meetings
- Stakeholder interviews
Each engagement approach informed the final plan in a unique way. The PWG contributed to the definition of the CBTP process, objectives, scope, and schedules. The Steering Committee helped identify key stakeholders and prioritize the transportation strategies presented by the consultant team. Interviews were conducted with eleven different stakeholders in the community, who described transportation challenges specific to the low-income, older residents, and people with disabilities. The team gathered eighty surveys in English and Spanish, which helped amplify residents’ voices and drew connections between travel patterns and the area’s sociodemographic characteristics.

During the community Open House, meeting participants gave verbal feedback and wrote comments to help the project team better understand where and when people need to travel and the transportation barriers that Concord residents and visitors face. The Open House offered Spanish materials for every aspect of the event, along with fluent Spanish-speaking facilitators. Attendees mainly expressed concerns about the quality of their transportation experience in terms of infrastructure, safety and user-friendliness.
Figure 0-3  Public Feedback: Locations for Improvement

Feedback from Public:
1. People don’t stop at the stop sign, root in the middle of the road, dark at night
2. Doesn’t feel safe walking
3. Feels unsafe, car break ins
4. No parking at any time
5. Meadow -> Market is very dangerous on a bike; there is not bike lane and lots of fast cars
6. No sidewalk on east side of Monument
7. High car speeds on Meadow and no protected bike lane
8. Hard to walk on entire Monument Blvd, no shade, loud cars, not comfortable
9. Cars often block cross walk, lack of cross walk on some parts of intersection, feels dangerous
10. Need more parking on Monument/Gaindo and Detroit
11. Caltrans/CC County are planning to add ramps to this intersection. The current plans do not provide adequate safety for pedestrians and bicyclists
12. Detroit dead end is bike-unfriendly with a post in the middle of the bike path
13. On More and Monument there needs to be better signage for pedestrians to understand the signal
14. Bike lane ends at a scary, high-traffic intersection. Need protected bike lanes to connect to rest of bike network
Key findings:

- **While most people in the area drive within and around Monument Corridor**, a portion of community members, heavily depend on non-driving modes – public transportation, walking, and biking – to reach their destinations.

- **There is a clear demand to improve bicycle and pedestrian facilities** within and adjacent to Monument Corridor.

- **The community is asking for more transportation options and an improvement of the existing services.**

**Mobility Gaps**

The project team drafted a list of mobility gaps from information presented in the Existing Conditions report, input from the stakeholders’ interviews, surveys, and the challenges recognized by the community at the Open House events. These gaps were subsequently grouped into categories that helped identify a broader framework of challenges and provided the basis for forthcoming strategies.

**Table 0-2  Mobility Gaps**

<table>
<thead>
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<th>Category</th>
<th>Description</th>
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<tr>
<td>Infrastructure</td>
<td>The infrastructure needs and gaps were described as elements that discourage walking along Monument Boulevard include a robust tree canopy and shade to protect pedestrians, the width of the street which impacts the time it takes to cross, and speeding vehicles. The lighting infrastructure does not always adequately serve pedestrians, especially during wintertime. There is also a perception of an inadequate or incomplete bicycle network.</td>
</tr>
<tr>
<td>Safety</td>
<td>Collisions data for road safety identify right-of-way violations, improper turns, and driving under the influence as the most common risky behaviors of drivers. Additionally, people who bike and walk are disproportionately more affected by crashes than car drivers and public transportation users.</td>
</tr>
<tr>
<td>Transit Frequency and Schedules</td>
<td>The current transportation alternatives offered are not flexible enough and do not allow them to reach their destinations easily.</td>
</tr>
<tr>
<td>Information</td>
<td>Not enough multilingual information and assistance available to access transit routes and schedules, or to understand new technologies to use transit and to find information online.</td>
</tr>
<tr>
<td>Costs</td>
<td>Low-income populations and other vulnerable groups who heavily rely on public transportation and who spend a significant portion of their income on transportation perceive fares as too high.</td>
</tr>
<tr>
<td>Paratransit</td>
<td>Eligibility application process can be bureaucratic and feel overwhelming.</td>
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Recommended Strategies

The Project Working Group and Steering Committee worked with the project team to develop and prioritize strategies to meet the gaps identified in previous work. The project team refined the strategies, then developed and tested a prioritization matrix to help rank the strategies. The four criteria were:

- Community Benefit
- Transportation Benefits
- Financial
- Implementation

Based on the average prioritization scores, strategies can be grouped into Tier 1 and Tier 2, and were categorized as they appear in the following table:

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<td>Sub-strategy</td>
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<td></td>
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<td>Safe Routes to School Improvements:</td>
<td>Walkway Improvements</td>
</tr>
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<td></td>
<td>Bicycle school bus</td>
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<td></td>
<td>Low-stress bikeways</td>
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<td></td>
<td>Transit youth passes</td>
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<tr>
<td></td>
<td>Mobility education</td>
</tr>
<tr>
<td>Transit Improvements:</td>
<td>Multilingual information at transit stops/on vehicles</td>
</tr>
<tr>
<td>Infrastructure Improvements:</td>
<td>Improve intersections, enhanced crossings at specific distances, and traffic signal coordination</td>
</tr>
<tr>
<td></td>
<td>Sidewalk gaps and consolidation of commercial driveways</td>
</tr>
<tr>
<td></td>
<td>Bus stop amenities</td>
</tr>
<tr>
<td>Subsidized transit</td>
<td>Subsidized transit</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Transit:</strong></td>
<td>Increasing Frequency and Weekend Service</td>
</tr>
<tr>
<td><strong>Bicycle Infrastructure:</strong></td>
<td>Bike share</td>
</tr>
<tr>
<td></td>
<td>Separated bikeways</td>
</tr>
<tr>
<td></td>
<td>&quot;Bike kitchens&quot;</td>
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<tr>
<td><strong>Travel Training/Orientation:</strong></td>
<td>Multilingual and/or senior training; use of ride hailing; Transit Ambassador program</td>
</tr>
<tr>
<td></td>
<td>Install wayfinding signage</td>
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<tr>
<td><strong>Volunteer Driver Program:</strong></td>
<td>Traditional and TRIP Model</td>
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<tr>
<td><strong>Subsidized Taxi/Ride Hailing Programs</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Automobile Access:</strong></td>
<td>Low-income carshares; vanpools; ZEVs; low-cost/subsidized purchase/loan or maintenance/insurance</td>
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1 INTRODUCTION

PROJECT BACKGROUND

Concord, California

The City of Concord, California is the largest city by population in Contra Costa County, located 22 miles northeast of Oakland, and south of Suisun Bay. Concord was incorporated in 1905 and became a hub of agriculture soon after. The City of Concord, as well as many other central Contra Costa County communities, experienced substantial development when BART began service in 1973. The regional commuter rail prompted commercial and office development. Today, the highest number of jobs are within retail trade, and health care and social assistance. Commercial and retail development was accompanied by an influx of residential development. Today, more than 70% of Concord land use is single-family residential. Commercial development clusters along Concord’s main transportation corridors – Monument Boulevard, Clayton Road, and Willow Pass Road.

Study Area Overview – The Monument Corridor

The Monument Corridor Study Area is primarily centered on Monument Boulevard, which runs from Galindo Street and Cowell Road to the east and Mohr Lane to the west. The Study Area is a mix of residential, office, and retail land uses. The main public facilities and services within the area include grocery stores, elementary schools, religious organizations, and La Clinica, a medical center located on the southeast corner of the Study Area. While there are many preschools, elementary schools, and youth afterschool programs in the Corridor, high school students must travel outside of the neighborhood to attend either Ygnacio Valley High School or Mt. Diablo High School.

The Study Area includes four open space designated areas including Cambridge Park, Meadow Homes Park, Ellis Lake Park, and Todos Santos Plaza.

Community-Based Transportation Plan (CBTP)

The Metropolitan Transportation Commission (MTC) has allocated funds to develop Community-Based Transportation Plans (CBTPs) for the Bay Area’s Communities of Concern, including the

Monument Corridor in the City of Concord. The concept of the CBTP was born out of MTC’s Lifeline Transportation Network and environmental justice efforts nearly 20 years ago. While much has changed since the release of those reports, transportation challenges remain and may become more severe unless addressed with strategic planning alternatives. Foreseeable challenges to be addressed in the CBTP include public agencies facing significant fiscal obstacles to delivering adequate mobility services, the over 80-year-old population continuing to grow at a faster rate than other age cohorts, and consistently meeting mobility and accessibility needs of individuals with disabilities.

Communities of Concern

MTC’s Plan Bay Area 2040 defines Communities of Concern (COC) as census tracts that have a concentration of both minority and low-income households at specified thresholds of significance. The Monument Corridor is qualified as a COC based on the aforementioned definition, as well as the potential impact that population growth and economic development will have on the Study Area. COC are categorized as high, higher, and highest based on the degree of concentration above the regional population of a “disadvantage factor.” In addition to low-income and minority, disadvantage factors are: limited English proficiency, zero-vehicle household, seniors 75 years and over, people with a disability, single-parent family, and severely rent-burdened households. For each factor there is a standard deviation and a tract is designated a “Higher” COC if it is 1 standard deviation above the regional population and is considered “Highest” if it is 1.5 standard deviations above the regional population.

Priority Development Areas

Cities and counties within the nine county Bay Area designate areas within existing communities as Priority Development Areas (PDAs). The Regional Transportation Plan (RTP) developed by MTC, called Plan Bay Area, estimates that 78% of new housing and 62% of new jobs by 2040 will be built within PDAs. PDAs typically have existing transit services and are near established job centers, retail districts, and other service. Local governments create land-use plans and policies for their PDAs. Downtown Concord is a designated PDA and overlaps with the northern portion of the Monument Corridor study area. For more information on the land-use plan for Downtown Concord, see the City of Concord Downtown Specific Plan in Chapter 2.

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Figure 1-1  Study Area Map – Monument Corridor
2 PRIOR STUDIES

LITERATURE REVIEW – RELEVANT PLANNING REPORTS

The following section is a review of previously written reports and studies that are relevant to the development of a new Community-Based Transportation Plan for the Monument Corridor in Concord. The summarized information identifies transportation gaps and offers recommendations and implementation steps to improve mobility for the targeted populations: low-income, communities of color, seniors, and people with disabilities.

LOCAL PLANS

General Plan – 2030

The 2030 General Plan, adopted in 2007, details citywide goals and policies to guide future development. In regards to transportation, the project team reviewed the Transportation Element to review specific policies that Concord seeks to achieve within the 2030 planning horizon. Since adoption, updates to the General Plan have been made to include the redevelopment of the former Naval Weapons Station, however, changes made to the plan to include the redevelopment site are unlikely to directly impact the Monument Corridor Study Area.

Two planned but unbuilt projects for the Study Area are identified in the Transportation Element: widening Meadow Lane to four lanes between Monument Boulevard and Clayton Road and widening Monument Boulevard to six lanes from Systron Drive to Cowell Road.

Transportation Goals and Policies

Per California’s government code, Concord is required to have a balanced and multimodal transportation network. The streets need to meet the needs of all users and provide a safe and convenient experience -- suitable for children, persons with disabilities, pedestrians, users of public transportation, and seniors.

Policy T-1.1.3 speaks to citywide initiatives to reduce vehicle-miles traveled and the improvement of bicycle, pedestrian, and transit facilities. The Plan is committed to the design and implementation of Complete Streets – a design concept that streets should be safe for all users, regardless of their age, ability, or their mode of transportation.6

Bicycle and Pedestrian Element

The Transportation Element of the City of Concord’s General Plan is focused on making transportation more efficient, reducing the impact transportation can have on the environment. This includes providing a comprehensive program with provisions for pedestrians and bicyclists. The City of Concord is committed to the designing and constructing Complete Streets to stay complaint with state law. Complete Streets are designed for all users of a street, including motorists, transit users, bicyclists, and pedestrians, and for those of all ages and abilities.

In residential areas, a Complete Street should consist of signed routes for bicycles, well-maintained sidewalks, tree coverage, and neighborhood traffic management. In a downtown, Complete Streets should include on-street striped bicycle lanes or off-street paths, wide sidewalks, pedestrian lighting, and effective crosswalk treatments. As stated in the General Plan, the City seeks to improve existing bicycle and pedestrian facilities to improve connectivity to retail centers, schools, recreation areas, as well as enhanced access to the nearby BART stations.

Downtown Specific Plan – 2016

Adopted in 2016, the Downtown Specific Plan (Downtown Plan) articulates a vision to revitalize Downtown Concord and accommodate growth in future population and employment. The northern end of the Monument Corridor Study Area contains a significant portion of Downtown Concord, a Priority Development Area and BART Station Planning Area.

Circulation Objectives

The Downtown Plan contains the following objectives regarding circulation: to develop a green street framework, to design and construct streets that integrate the green streets framework that supports pedestrian, biking, transit, and green infrastructure, and to improve access to and from Downtown Concord BART Station

Transportation Gaps

To support the Downtown Plan’s vision, Downtown Concord needs a multimodal transportation network that emphasizes walking, biking, and transit. The complete streets update identifies pedestrian priority streets, bicycling streets, and transit priority streets that need redesign to realize the goals of the Downtown Plan. Street redesign is intended to improve transit, incorporate bike lanes into major streets, and improve the connection between major open spaces such as Ellis Park and Todos Santos Plaza and Downtown/BART. Additionally, the Downtown Plan identifies the goal of creating a “park one time” district that encourages people who drive to Downtown to only park once and then walk to their other destinations.

Transportation Strategies

Using the complete streets framework established in the Downtown Plan and General Plan, the City identified ways to improve multimodal transportation such as closing gaps in the sidewalk network, improving intersection crossings, and potential road diets to remove a vehicle travel lane

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7 http://www.cityofconcord.org/DocumentCenter/View/1080/Chapter-5-Transportation-PDF
and dedicate more space for sidewalks in pedestrian priority areas. Another strategy is the reversion of one-way street to two-way streets that could improve the safety and pedestrian experience in Downtown Concord, since two-way streets can reduce vehicle driver speeds.

Additional strategies identified in the Downtown Plan are to create a business improvement district to help fund a circulator shuttle for downtown and BART and establish a “park one time” district.

**Downtown Corridors Plan – 2016**

The Downtown Corridors Plan was a follow up to the Downtown Concord Specific Plan and adopted in 2016. The proposed complete streets framework from the Downtown Plan is applied to three streets in the downtown, creating designs that connect open space such as Todos Santos Plaza to commercial streets, residents, and BART. The Downtown Corridors Plan establishes design guidelines and identifies corridor improvements to create pedestrian focused streets with green infrastructure. Todos Santos Plaza and most of Downtown Concord is part of the northern section of the Monument Corridor Study Area.

**Bicycle, Pedestrian, and Safe Routes to Transit Plan – 2016**

The 2016 Bicycle, Pedestrian, and Safe Routes to Transit Plan envisions Concord as a place where bicycling, walking, and transit can serve the transportation needs of the community. The Plan identifies a pedestrian and bicycle network for the City of Concord, including the Monument Corridor Study Area. Pedestrian network improvements are identified such as existing sidewalk gaps and intersections in need of crossing improvements to reduce collisions. Within the Study Area, Monument Boulevard is identified as a key corridor for improving bicycling and walking facilities. Additionally, the Plan recommends a Class II bike lane for Meadow Lane, and complete street studies for Willow Pass Road and Concord Boulevard.

The study does not identify specific improvements needed to improve access to transit such as the BART Stations or County Connection routes.

**COUNTYWIDE PLANS**

**Contra Costa Countywide Transportation Plan – 2017 Update**

The CCTA approved and adopted the Countywide Transportation Plan (CTP) update in 2017, which sets the framework for transportation investments over the next two decades. The plan updates Contra Costa’s transportation vision, goals, and strategies and incorporates new data and growth forecasts. Concord is in the Central County TRANSPAC Action Plan, a sub-regional transportation investment plan. Proposed major new actions in Central County are to build Express Lanes (high occupancy toll lanes) on I-680 and SR-4, expanding interchanges, and widening portions of SR-4.

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County Connection Comprehensive Operations Analysis – 2018

In the summer of 2017 County Connection initiated a process to restructure service throughout Central County in an effort to increase productivity and modernize the agency’s fare structure. This process started with a Comprehensive Operations Analysis (COA), a passenger survey, interactions of staff on the buses, and six public hearings. As a result, a significant number of routes were restructured, including those serving the Martinez area, and the fare proposal was approved by the Board in January 2019, and implemented in March 2019.

Contra Costa Countywide Bicycle and Pedestrian Plan – 2018 Update

Contra Costa’s first bicycle plan was written in 2003, and it has since been updated in 2009 and in 2018. With only 1% of Contra Costa residents traveling to work by bike, the Countywide Bicycle and Pedestrian Plan (CBPP) builds upon the 2017 CTP update, setting goals to increase walking and bicycling across the County. The 2018 CBPP included a comprehensive public outreach component where residents and stakeholders shared their views via online surveys and interactive maps, pop-up events, and an online town hall. Upon hearing from their constituents, CCTA set a broad vision in the CBPP with five goals and objectives, as well as 30 implementation tasks, including creating a safe, connected, and comfortable network of bikeways and walkways for all ages and abilities, and equitably serving all of Contra Costa’s communities. Figure 2-1 shows existing and proposed facilities in Central Contra Costa County. Monument Boulevard is identified as a candidate for a Complete Streets corridor study and Class III bike routes are proposed for the study area.

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Transportation Gaps

The number of bicyclists in the County is rising and cities need to design and implement bicycle infrastructure that improve safety and accommodate more user groups. Pedestrians need well-designed and well-maintained walkways and crosswalks, and safe access to jobs and amenities. As stated in the report, “…walking and biking makes up 11% of trips, but pedestrians and bicyclists account for about 30% of all traffic fatalities in Contra Costa.” Existing barriers are especially apparent in Contra Costa’s suburban neighborhoods where bike and pedestrian routes are interrupted by freeways, railways, and larger arterials.

Transportation Recommendations and Resources

The 2018 report recommends that improvements to the bicycle and pedestrian network be a combination of capital investments and supportive programs. In term of infrastructure, CCTA endorses pedestrian priority areas (PPAs) – zones where improvements are intended to be focused based on the existing and anticipated activity levels and mix of land uses. The criteria for

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a PPA include relatively high residential and employment density, within .5 miles of a major transit stop, and within .25 miles of a public school.

The Plan recommends a backbone of low-stress routes, arguing that an increase in the number of protected lanes and bicycle boulevards will limit bicyclists from having to travel on larger arterials. A safer riding experience will likely make the mode more appealing to a wider range of commuters.

Improvements to pedestrian and bicycle infrastructure requires supportive programming, including education, encouragement, enforcement and evaluation. The Plan recommends a series of programs to improve the transportation experience for disadvantaged groups.

**Safe Routes to School:** SR2S is a multi-faceted program that is becoming more ubiquitous across the U.S.. It is an approach to promoting walking and bicycling to and from school using tools such as interactive curriculums for school-aged children designed to explain bicycle safety, rules-of-the-road, and provide a hands-on, technical education. In addition, the CBPP recommends numerous infrastructure improvements along school commute routes and that Contra Costa jurisdictions pursue outreach events and programs for adults. 14

**Transit Access:** Biking and walking are often first-and-last mile connections for those that take transit. Therefore, improving safe access to transit will likely increase ridership and reduce vehicular parking demand. CCTA is encouraging jurisdictions to prioritize pedestrian and bicycle connections near transit hubs – BART stations, Amtrak, and bus transit centers. 15

**Enforcement:** The Countywide Bicycle and Pedestrian Plan notes a targeted approach that eliminates the root causes of collisions, such as speeding and running traffic lights at specific intersections. 16

**Accessible Transit Vehicles:** Per requirements set by the Americans with Disabilities Act, CCTA recommends continued efforts to ensure that transit vehicles are accessible to people with disabilities. Updates include “kneeling” or low-floor buses, dedicated space for wheelchairs, and audio stop announcements for the benefit of the visually impaired. 17

To implement the abovementioned recommendations and others, CCTA plans to work with a technical steering committee and local and regional agencies involved in pedestrian and bicycle planning, and offer up-to-date best practices to make informed policy decisions.

**Contra Costa Safe Routes to School: Understanding Needs, Moving Ahead – 2016**

The Safe Routes to School (SR2S) Needs Assessment is a comprehensive assessment of existing projects and programs occurring throughout Contra Costa County. The purpose of the assessment is to estimate the funding needed to support future SR2S capital projects, programs, and provide resources to communities as they plan and deliver improvements to support safe travel to and
from Contra Costa schools. The Needs Assessment estimated $243 million in unmet capital improvements.

**REGIONAL PLANS**

**BART Station Access Policy – 2016**

In 2006, the Bay Area Rapid Transit District (BART) formalized a station access policy to support the region’s livability goals. Goals include advancing the region’s safety and sustainability goals, as well as increasing the system’s capacity to connect more riders. Moreover, BART is prepared to work in collaboration with municipalities, access providers, and technology companies to reduce regional drive-alone rates. BART is prioritizing investments based on station access goals. The agency is committed to prioritizing station access in the following hierarchy: walk, bike, transit and shuttle, drop-off and pick-up, and auto parking.

The Plan has labeled both Concord and North Concord stations as “intermodal/auto reliant.” As such, BART will primarily invest, as well as work with partners, to improve pedestrian access.18

**Plan Bay Area 2040 Equity Analysis Report – 2017**

MTC’s Plan Bay Area Equity Analysis was created to help inform policymakers, local jurisdictions, and the public on how existing and future development directly affects the Bay Area’s disadvantaged communities. It was developed under consideration of California Senate Bill (SB) 375 – a policy that integrates land use and transportation planning as a way to lower GHG emissions and vehicles miles traveled across all socio-economic groups.19

**Transportation Gaps**

The Equity Analysis included by MTC identified the mobility needs of low-income and minority communities. The project team’s findings suggest that regardless of income and race/ethnicity, transportation-disadvantaged populations - youth, seniors, and people with disabilities -- face greater mobility challenges. For example, low-income populations account for 25% of the population, yet, they make up 53% of all transit trips, indicating their relative dependence on public transportation.

**Table 2-1 Share of Bay Population and Mode of Transportation, 2014**

<table>
<thead>
<tr>
<th>Population Subgroup</th>
<th>Share of Population</th>
<th>Share of Transit Trips</th>
<th>Share of Roadway Trips</th>
<th>Share of All Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low-income Population</td>
<td>25%</td>
<td>53%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>Minority Population</td>
<td>59%</td>
<td>61%</td>
<td>52%</td>
<td>52%</td>
</tr>
</tbody>
</table>


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19 The Bay Area has a goal to reduce GHG emissions by 7% by 2020 and 15% by 2035 from 2005 levels.
RESOURCES FOR FUNDING FUTURE TRANSPORTATION INVESTMENTS

Senate Bill (SB) 375

The following competitive grants are available to cities across the Bay Area to help fulfill SB 375 and mend transportation gaps in disadvantaged communities.

Lifeline Transportation Program (LTP)

In 2005, MTC created the Lifeline Transportation Program that funds transportation projects in low-income communities across the Bay Area. Since its launch, MTC has awarded more than $225 million; however, there are limitations on sponsor and project eligibility. A Lifeline project must address existing transportation gaps and fund certain programs: fixed-route bus service, transit stop improvements, pedestrian and bicycle access, and transportation services for children and seniors. Fund sources for the Cycle 5 Lifeline Transportation Program include State Transit Assistance (STA), and Federal Transit Administration (FTA) Section 5307 Urbanized Area Formula funds.20

One Bay Area Grant Program (OBAG)

MTC’s OBAG program is a grant program that incentivizes local jurisdictions to fund transportation projects within Priority Development Areas. Funds can be used for a myriad of investments including bicycle and pedestrian paths, bicycle lanes, Safe Routes to Transit, and Safe Routes to School projects. Eligibility is confined to cities that have adopted a Complete Streets policy. Funds originate from the region’s discretionary federal highway funding including Surface Transportation Program/Congestion Mitigation and Air Quality Improvement programs (STP/CMAQ).21

Active Transportation, Complete Streets and Safe Routes to School Program

In addition to the LTP and OBAG, MTC sponsors the Active Transportation, Complete Streets and Safe Routes to School Programs. This effort helps finance Complete Streets, Bay Trail development, and pedestrian and bicycle connectivity across the region. Safe Routes to School, a component of OBAG, distributes $5 million to cities, counties, and congestion management agencies to fund local projects that improve students’ access to schools. Projects include bicycle racks and secure parking, traffic calming, and bicycle safety trainings. Active transportation programs can be particularly beneficial in Communities of Concern where access to a vehicle is limited.

Bay Area Air Quality Management District (BAAQMD)

Each year, the Air District allocates grant money from the Transportation Fund for Clean Air (TFCA) regional fund to public and private agencies through a competitive or a first-come, first-served basis. Projects eligible for the funds include trip reduction programs, clean air vehicles and


infrastructure, and bicycle facilities. According to the Air District, TFCA projects are evaluated based on their effectiveness in reducing polluting emissions. This past year (2019), the Board approved the allocation of $14 million in TFCA grant funds, available in FYE 2020.\(^{22}\)

**Other Transportation Funding Sources**

**Federal Transit Administration (FTA) Section 5310**

Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities funds are distributed to states to provide grants for nonprofit agencies that provide transportation services to the elderly or people with disabilities.\(^{23}\)

**Countywide Transportation Sales Tax - Measure J**

Approved by 71% of voters in 2004, Measure J provides dedicated sales tax revenue (half-cent) for transportation projects through 2034. The Measure is guided by an Expenditure Plan which includes $360 million for local streets and roads and $123 million for transit for seniors and people with disabilities.\(^{24}\)

**TRANSPAC Subregional Transportation Mitigation Program**

This program is intended to fulfill the requirements for a Subregional Mitigation Program (STMP) established by CCTA as part of the Measure J Growth Management Program. STMP requirements are applicable to local jurisdiction in the Central Contra Costa (TRANSPAC) area, including the City of Concord.\(^{25}\)

**Concord Transportation Impact and In-Lieu Parking Fees**

Since the Study Area includes Downtown, the City can use transportation impact fees from Downtown projects to fund improvements in the Study Area. The City’s transportation impact fee needs to be updated to use the funds on non-motorized improvements, as recommended in the *Downtown Concord Specific Plan*\(^{26}\). Additionally in-lieu parking fees in the Downtown Parking District can fund, in addition to new parking facilities, a Downtown Transportation Management Association, transit and bicycle/pedestrian improvements\(^{27}\). These improvements would directly impact the northern part of the Study Area and could indirectly impact the entire Study Area depending on the level of development.

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\(^{25}\) CCTA, Final Central County Action Plan, p 44, September 2017


\(^{27}\) City of Concord Ordinance: 18.160.060 Parking requirements for the DP and DMX districts
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3 DEMOGRAPHIC ANALYSIS

POPULATION AND HOUSING

The 2010 population of the Monument Corridor was approximately 24,400 people, comprising 20% of Concord’s total population. As shown in Table 3-1 the population of the Study Area is likely to increase; however, the surrounding area within the City and Contra Costa County will experience even more rapid growth relative to the Study Area. The influx of residents mirrors trends found across the Bay Area. Factors include a likely rebound effect following the 2008 foreclosure crisis, expansion of job opportunities across numerous sectors including manufacturing, health and education, and professional services, as well as the development of affordable residential housing.28-29

Table 3-1 Population Change (Estimated), 2010 to 204030

<table>
<thead>
<tr>
<th></th>
<th>2010 Population</th>
<th>2040 Population</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>24,397</td>
<td>31,095</td>
<td>27.5%</td>
</tr>
<tr>
<td>Concord</td>
<td>123,829</td>
<td>180,036</td>
<td>45.4%</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>1,049,335</td>
<td>1,381,646</td>
<td>31.7%</td>
</tr>
</tbody>
</table>

More recent data indicate that the city of Concord continued to grow slowly to 129,783 in 2017 (4.6% increase since 2010), while the County showed a faster growth rate to 1,147,000 in 2017 (9.3% increase).31

The population density of the Study Area is currently above 10,000 persons per square mile. In the future, the neighborhood is likely to see more density, particularly north of Clayton Road, where the City has slated the Downtown for mixed-use redevelopment, per the Downtown Specific Plan32. Refer to Figure 3-2 and Figure 3-3 for additional visual detail.

The number of households living in the Monument Corridor (Table 3-2) is estimated to increase more than the total population. Population and households are projected to increase in the

30 Metropolitan Transportation Commission (MTC) and Association of Bay Area Governments (ABAG) “Projections 2017,” February 2018; 2010 figures are from US Census Data, 2010.
31 US Census (2017 ACS 5-Year Survey): Table S0101
Monument Corridor, Concord, and the County but, compared to Concord and the County, Monument anticipates a decrease in household size from 3.14 people per household in 2010 to 2.98 in 2040 (Table 3-3). This indicates the growth of number of households will outpace the population growth. Monument Corridor will still have a larger household average size than Concord and Contra Costa County in 2040, but to a lesser degree than at present.

### Table 3-2 Household Change (Estimated) 2010 to 2040

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2040</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>7,763</td>
<td>10,447</td>
<td>34.6%</td>
</tr>
<tr>
<td>Concord</td>
<td>44,757</td>
<td>61,868</td>
<td>38.2%</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>375,364</td>
<td>475,483</td>
<td>26.7%</td>
</tr>
</tbody>
</table>

### Table 3-3 Average Household Size (Estimated) 2010 to 2040

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2040</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>3.14</td>
<td>2.98</td>
<td>-5.3%</td>
</tr>
<tr>
<td>Concord</td>
<td>2.77</td>
<td>2.91</td>
<td>5.2%</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>2.80</td>
<td>2.91</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

Despite having larger average household size than Concord and Contra Costa County, Monument Corridor residents live primarily in multi-family residential buildings (Table 3-4). Although much of the land area is developed as single-family housing, there are multiple large apartment complexes along the major arterials of the Study Area that house more people than single-family houses. Concord and Contra Costa County have much higher ratios of households living in single-family units to multi-family units. The proportion of households living in multi-family units is expected to grow across all three areas. In the Monument Corridor, MTC/ABAG forecast an estimated 9% decrease in the total number of single-family households in the Study Area by 2040. This is based upon MTC’s UrbanSim Model, which is used to forecast the location and extent of redevelopment in the Bay Area.

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34 Ibid.
### Table 3-4  Residential Housing Type (Estimated) 2010 to 2040

<table>
<thead>
<tr>
<th></th>
<th>Single-Family Households</th>
<th>Multi-Family Households</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2040</td>
</tr>
<tr>
<td>Monument Corridor</td>
<td>2,202</td>
<td>2,001</td>
</tr>
<tr>
<td>Concord</td>
<td>30,504</td>
<td>36,246</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>283,362</td>
<td>333,102</td>
</tr>
</tbody>
</table>

### Figure 3-1  Ratio of Multi-Family to Single-Family Housing (Estimated), 2010 to 2040

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% multi-family housing</td>
<td>% single-family housing</td>
<td>% multi-family housing</td>
<td>% single-family housing</td>
<td>% multi-family housing</td>
<td>% single-family housing</td>
</tr>
<tr>
<td>0%</td>
<td>72%</td>
<td>28%</td>
<td>81%</td>
<td>68%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>20%</td>
<td>40%</td>
<td>19%</td>
<td>32%</td>
<td>41%</td>
<td>25%</td>
<td>30%</td>
</tr>
<tr>
<td>40%</td>
<td>68%</td>
<td>59%</td>
<td>59%</td>
<td>75%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>60%</td>
<td>91%</td>
<td>72%</td>
<td>81%</td>
<td>68%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>80%</td>
<td>100%</td>
<td>91%</td>
<td>81%</td>
<td>68%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

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35 Ibid.
36 Ibid.
INCOME AND POVERTY STATUS

Poverty Status

The U.S. Census Bureau determines poverty level using a set of income thresholds that vary by family size and age of the household’s members. There are 48 different poverty thresholds based on a household’s composition. If a family’s income is less than the poverty threshold, then that family and every individual in it is considered to be living in poverty. In 2018, the federal poverty level for a family of four was set at an annual income of $25,100 or less. Given the higher cost of living in the Bay Area compared to the United States average, MTC has adopted a poverty threshold that is 100% greater than the federal level. As such, 200% of the federal poverty level ($50,200 for a family of four) is used in this analysis. According to these standards, 55% of the Corridor’s households are at or below the poverty line. This is more than double Concord’s poverty status of 27%, and 140% above the overall average for Contra Costa County.

Household Income

Median household income in the Monument Corridor is about $45,000. As shown in Table 3-5 this is significantly lower than the median household income for both Concord and the County – $76,500 and $88,460 respectively.

Table 3-5 Poverty Status (Last 12 Months, 2017) and Median Household Income (ACS 2013-2017 5-Year Estimate)³⁹

<table>
<thead>
<tr>
<th></th>
<th>Below 200% of the Poverty Level (2017)</th>
<th>At or Above 200% of the Poverty Level</th>
<th>Population for whom poverty status is determined</th>
<th>Median Household Income (2013-2017 5 Year ACS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>55%</td>
<td>45%</td>
<td>26,753</td>
<td>$44,614</td>
</tr>
<tr>
<td>Concord</td>
<td>27%</td>
<td>73%</td>
<td>127,269</td>
<td>$76,500</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>23%</td>
<td>77%</td>
<td>1,114,128</td>
<td>$88,456</td>
</tr>
</tbody>
</table>

Data provided by MTC provides complementary information and 2010 and 2040 estimates of residents’ household incomes and is mapped for the Study Area in Figure 3-8 and Figure 3-9. Unlike the American Community Survey, MTC data does not reflect household size and divides household incomes into quartiles: under $30,000; $30,000-$60,000; $60,001-$100,000; and more than $100,000. The most closely aligned range to the 200% of federal poverty level was based on the first two quartiles i.e., households making $60,000 a year or less. This data shows that in 2010, 60% of households had incomes below $60,000 in the Study Area. (This excludes

³⁷ The federal poverty level is a guideline used by the U.S. Census to determine the number of households that were in poverty the previous year. 200% of the Federal Poverty Level is $$50,200 for a family of four. (2018)
the commercial and retail corridor north of Clayton Road.) MTC data indicates that by 2040, while households located southwest of Meadow Lane will have increased household incomes, residents living northeast of Meadow Lane will likely stay in the same income bracket. See Figure 3-8 and Figure 3-9.

**Unbanked Households**

Unbanked households do not have an account at an insured institution, or have an account but obtained (nonbank) alternative financial services in the past 12 months. According to the Corporation for Enterprise Development 6% of households in Contra Costa County are unbanked compared to 9% in Concord.40

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40 Percent of Unbanked Households (CFED, Local Data Center Mapping Tool, 2014). Research from Placeworks.
Figure 3-8  2010 Households with Incomes below $60,000

Figure 3-9  2040 Households with Incomes below $60,000
RACE AND ETHNICITY

According to the American Community Survey (2013-2017 5-year estimates), the largest group of residents in the City of Concord identify as White, at 48% of the city's population. Hispanic and Latino populations rank as the second largest group (32%), followed by Asians (11%). In the Monument Corridor, Hispanics and Latinos make up the largest population, at 59%, while 20% identify as White, and 12% identify as Asian.

The Monument Corridor has almost double the percentage of Hispanics and Latinos compared to the City and more than double compared to the County. Table 3-6 shows the full race and ethnicity proportions of the population.

### Table 3-6 Race and Ethnicity, by Geography (ACS 2013-2017 5-Year Estimates)\(^1\)

<table>
<thead>
<tr>
<th></th>
<th>Monument Corridor</th>
<th>% of Population</th>
<th>Concord</th>
<th>% of Population</th>
<th>Contra Costa</th>
<th>% of Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>15,308</td>
<td>59%</td>
<td>41,239</td>
<td>32%</td>
<td>298,307</td>
<td>27%</td>
</tr>
<tr>
<td>African American</td>
<td>1,282</td>
<td>5%</td>
<td>5,267</td>
<td>4%</td>
<td>93,809</td>
<td>8%</td>
</tr>
<tr>
<td>White</td>
<td>5,149</td>
<td>20%</td>
<td>62,062</td>
<td>48%</td>
<td>504,792</td>
<td>45%</td>
</tr>
<tr>
<td>Asian</td>
<td>3,029</td>
<td>12%</td>
<td>14,012</td>
<td>11%</td>
<td>169,695</td>
<td>15%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>935</td>
<td>4%</td>
<td>5,475</td>
<td>4%</td>
<td>50,468</td>
<td>4%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>190</td>
<td>1%</td>
<td>666</td>
<td>1%</td>
<td>5,177</td>
<td>0%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>53</td>
<td>0%</td>
<td>304</td>
<td>0%</td>
<td>2,823</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>25,946</td>
<td>100%</td>
<td>129,025</td>
<td>100%</td>
<td>1,125,071</td>
<td>100%</td>
</tr>
</tbody>
</table>

AGE DISTRIBUTION

As shown in Figure 3-10, the age distribution of all three geographies – the Monument Corridor, Concord, and Contra Costa County – have similar age representation. The Study Area has a smaller proportion of seniors (65 and older), relative to the rest of the City and County. This could be attributed to several factors. The Corridor has a significant proportion of Latinos and recent immigrants, who tend to have larger families and a lower median age. All geographies have a similar proportion of seniors that are 80 and older (less than 5%).

The following maps show year 2010 and projected 2040 senior population density for the Study Area. As noted above, the existing senior population in the Corridor is 10%. Concord Avenue, Willow Pass Road and Market Street bound the area with the highest concentration of seniors. This is likely attributable to Carlton Senior Living residences, a community that offers independent and assisted living options for older residents and those that need frequent medical attention. While the senior population across Monument Corridor is projected to increase by 2040, the areas with the highest concentrations of seniors (more than 25% of residents) will continue to be adjacent to the commercial and retail corridor, between Concord Avenue and Clayton Road. See Figure 3-11 and Figure 3-12 for 2010 and 2040 estimates of the proportion of adults age 65 and above.
Figure 3-11  2010 Proportion of Adults Age 65+ (2013-2017 5 Year ACS)

Figure 3-12  2040 Proportion of Adults Age 65+ (2013-2017 5 Year ACS)
DISABILITY

Approximately 15.8% of the population in the Study Area have a physical disability, while 6.5% in the Study Area have a sensory disability (hearing or visual). Transportation is a common barrier to participation experienced by people with disabilities according to the World Health Organization as “Factors in a person’s environment that, through their absence or presence, limit functioning and create disability.”

LANGUAGE

About 65% of Concord and Contra Costa residents speak English as their primary language at home, as shown in Figure 3-13. Spanish is the second most common language spoken, by around 20% of households. However, it is noteworthy that in the Monument Corridor, more than half of the population speaks Spanish as their primary language (51%), while English is the second most common language. This reflects the high population of Hispanic/Latino residents (59%) in the Corridor.

About 10% of all County households speak an Asian/Pacific Island language at home. This is comparable to the Asian population in each of the other two geographies of between 11-16%.

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Another important measure of language is linguistic isolation. As defined by the Census Bureau, “A household in which all members age 14 years and over speak a non-English language and also speak English less than “very well” (have difficulty with English) is ‘linguistically isolated.’” In the Monument Corridor, more than a third of all people are linguistically isolated, 38%. This is significantly higher than the percentage of residents that are linguistically isolated in Concord and the County, as a whole. Please refer to Table 3-7 for additional detail.

Table 3-7  

<table>
<thead>
<tr>
<th>Language</th>
<th>Monument Corridor</th>
<th>%</th>
<th>Concord</th>
<th>%</th>
<th>Contra Costa</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>7,384</td>
<td>32%</td>
<td>76,219</td>
<td>64%</td>
<td>690,049</td>
<td>65%</td>
</tr>
<tr>
<td>Non-English, Not Linguistically Isolated</td>
<td>7,007</td>
<td>30%</td>
<td>22,748</td>
<td>19%</td>
<td>218,432</td>
<td>21%</td>
</tr>
<tr>
<td>Non-English, Linguistically Isolated</td>
<td>8,853</td>
<td>38%</td>
<td>20,599</td>
<td>17%</td>
<td>149,642</td>
<td>14%</td>
</tr>
</tbody>
</table>


45 Ibid.
TRANSPORTATION-RELATED DEMOGRAPHICS

Commute Information

Approximately 4% of the population in the Study Area have early commute departure times between 12:00 and 5:00 AM. These individuals will usually have far less transit available to them. Additionally the mean travel time to work is approximately 32 minutes.

Table 3-8 Commuting to Work, by Mode (2013 – 2017 5-Year ACS Estimates)

<table>
<thead>
<tr>
<th></th>
<th>Workers</th>
<th>Drive Alone</th>
<th>Carpool</th>
<th>Public Transport</th>
<th>Walk</th>
<th>Bike</th>
<th>Taxi and other</th>
<th>Telecommute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Area</td>
<td>11,473</td>
<td>57%</td>
<td>17%</td>
<td>12%</td>
<td>8%</td>
<td>0%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Concord</td>
<td>61,743</td>
<td>70%</td>
<td>11%</td>
<td>10%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
<td>4%</td>
</tr>
</tbody>
</table>

Vehicle Availability

According to the American Community Survey, 1,366 households (of 8,586 total households) in the Monument Corridor do not have access to a car – about 16% of the Study Area population. This represents a significant mobility barrier due in large part to the absence of high frequency transit service or other alternative modes. Furthermore, about 20% more households in Concord have access to more than one vehicle versus those in the Study Area. We can infer that residents of the Corridor are more dependent on transit and shared or non-motorized modes of travel, since the proportion of households with no vehicle or only one vehicle is higher than the City and County overall.

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Table 3-9  Vehicles per Household\(^48\) (2013-2017 5 Year ACS)\(^49\)

<table>
<thead>
<tr>
<th></th>
<th>No vehicle</th>
<th>%</th>
<th>One vehicle, shared</th>
<th>%</th>
<th>One vehicle, one person household</th>
<th>%</th>
<th>More than one vehicle per household</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>1,366</td>
<td>16%</td>
<td>2,160</td>
<td>25%</td>
<td>1,155</td>
<td>13%</td>
<td>3,887</td>
<td>45%</td>
</tr>
<tr>
<td>Concord</td>
<td>3,113</td>
<td>7%</td>
<td>6,773</td>
<td>15%</td>
<td>6,553</td>
<td>14%</td>
<td>29,466</td>
<td>64%</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>21,869</td>
<td>6%</td>
<td>50,518</td>
<td>13%</td>
<td>57,021</td>
<td>15%</td>
<td>260,189</td>
<td>67%</td>
</tr>
</tbody>
</table>

Figure 3-14  Percent of Vehicles Available, By Household (2013-2017 5 Year ACS)\(^50\)

In addition to Table 3-9, which suggests that residents living in the Corridor are more dependent on non-auto modes, Figure 3-14 illustrates that the percentage of residents who have their own vehicle (unshared vehicle) is about 20 percentage-points higher in both the City and the County.

\(^48\) Total households (8,586) are higher in the 2017 ACS than in Table 2 (7,763 households estimated in the 2010 ABAG/MTC projections) due to the difference in data source and year.


\(^50\) Ibid.
This suggests that Monument Corridor residents who drive are more likely to be using a vehicle shared with multiple people in a household.

**EMPLOYMENT CHARACTERISTICS**

The Bureau of Labor Statistics provided the most recent estimate of unemployment in January 2019. However, the agency’s analysis provides estimates for cities of 25,000 or higher. Consequently, the Study Area does not have a recent unemployment estimate. The 2017 American Community Survey provides census tract level estimates, however, the data is a rolling 5-year estimate that takes into account substantial variations in unemployment levels over the multi-year sample. For the sake of comparison, both sources are shown in Table 3-10. The labor force is the combination of employed and unemployed population. The category unemployed persons counts everyone aged 16 years and older who had no employment during the reference week, were available for work, except for temporary illness, and had made specific efforts to find employment sometime during the 4-week period ending with the reference week. In the ACS sample, unemployment in the Study Area is slightly higher than Concord and Contra Costa County. Comparing the ACS period of 2013-2017 with the data from 2019, unemployment in Concord and Contra Costa County has decreased. Whether that trend applies to the Study Area, however, cannot be determined.

The number of jobs located in the Study Area is shown in Table 3-11. Job growth in the Monument Corridor is estimated to increase slightly less than population, 24% and 34% respectively. In contrast, Concord’s employment is expected to increase by 85% from 2010 to 2040. Due to the Monument Corridor’s land use pattern – a mostly residential neighborhood – any change to employment density will likely occur in the area’s existing commercial corridor, which is located north of Clayton Road. Outside of the Monument Corridor, employment options are likely to be located around BART stations and downtown centers including Pleasant Hill, Concord BART, and downtown Concord. Please refer to Figure 3-15 and Figure 3-16 for additional detail.

<table>
<thead>
<tr>
<th>Table 3-10</th>
<th>Unemployment Estimates51</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Labor Force</td>
</tr>
<tr>
<td>Monument Corridor</td>
<td>12,628</td>
</tr>
<tr>
<td>Concord</td>
<td>68,414</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>575,759</td>
</tr>
</tbody>
</table>

---

Table 3-11  Jobs (Estimated), 2010 to 2040

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2040</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monument Corridor</td>
<td>8,352</td>
<td>10,319</td>
<td>23.6%</td>
</tr>
<tr>
<td>Concord</td>
<td>47,444</td>
<td>87,673</td>
<td>84.8%</td>
</tr>
<tr>
<td>Contra Costa County</td>
<td>344,900</td>
<td>498,113</td>
<td>44.4%</td>
</tr>
</tbody>
</table>
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4 PUBLIC OUTREACH AND ENGAGEMENT SUMMARY

BACKGROUND

According to the Metropolitan Transportation Commission (MTC), which adopts the regional guidelines for CBTPs, the purpose of this plan is to improve mobility options for low-income communities throughout the Bay Area. The development of this plan brought together residents, community organizations, as well as staff and elected officials from pertinent cities, the County, and transportation agencies to (1) identify transportation challenges, and (2) develop effective strategies to overcome them.52

The foundation of the Public Outreach and Engagement Plan (“Outreach Plan”) for this CBTP was a grassroots engagement, led by the consultant team in close cooperation with CCTA and the two plan advisory committees: the Project Working Group (PWG) and the Steering Committee (SC). Their respective input helped optimize the preparations and effectiveness of the public outreach efforts.

PUBLIC OUTREACH AND ENGAGEMENT ACTIVITIES

The outreach approach was designed to engage members of several specific population groups, including but not limited to, senior citizens, persons with disabilities, and low-income residents. The following techniques were used to learn about the community’s transportation mobility and accessibility challenges, in addition to their ideas for strategies to address those needs.

Key Engagement Approaches

- Project Working Group (PWG) meetings
- Steering Committee (SC) meetings
- Stakeholder interviews
- Intercept, paper, and electronic surveys
- Community Open House meeting
- Focus groups

Project Working Group Committee

Consisting primarily of staff, the PWG’s purpose was to provide technical review and guidance to the CBTP project team. The first PWG meeting occurred in November 2018 with additional meetings occurring as needed throughout the project. During the first two meetings, participants helped to identify individuals to participate in stakeholder interviews and Steering Committee members. The PWG met four times to discuss different aspects of the CBTP process, objectives, scope, and schedules.

PWG members included the CCTA and consultant project team along with staff and representatives from local and regional jurisdictions, and transit agency staff.

- Avis Connolly – City of Concord
- Coleman Frick – City of Concord
- Sean Hedgpeth – County Connection
- Ruby Horta – County Connection
- Eric Hu – City of Pleasant Hill
- Abhishek Parikh – City of Concord
- Kamala Parks – BART
- Melody Rees – County Connection
- Matt Todd – City of Concord/GBS
- Martin Engelmann – CCTA
- James Hinkamp – CCTA
- Jaclyn Reyes – CCTA

Project Steering Committee

Purpose

The SC’s overall purpose was to guide CBTP development. To do so, the SC met three times to provide feedback on elements such as the initial Existing Conditions report (demographics and existing transportation services), the public outreach campaign, identified gaps and strategies, and helped to prioritize solutions. The Committee met for the first time in April 2019 and helped identify key stakeholders who should be consulted during the development of the CBTP and provided input regarding engagement activities and venues. Moreover, the Committee encouraged community ownership of the plan and established community support for recommendations and future programs.

Committee Composition

Committee members included local stakeholders (individuals, and community-based organizations) and elected officials.

- Dominic Aliano – Councilmember, City of Concord
- Bert Balba – Mt. Diablo School District
- Rhea Laughlin – Community Engagement Program Officer, First 5 Contra Costa
- Carlyn Obringer – Mayor, City of Concord
- Rick Ramacier – General Manager, County Connection
Performance Metrics

While originally Project Working Group and Steering Committee meetings were aggressively scheduled, due to the challenges of scheduling busy people and a desire to focus their time on critical tasks, meetings were aligned with project milestones requiring feedback.

Stakeholder Interviews

Purpose

As part of the Outreach Plan, interviews were conducted with nine different stakeholders in the community. These stakeholders were selected based on input from the PWG and SC. While a larger number of stakeholders were originally recommended for interviews, in a number of cases the individuals were not available for comment.

The interviews generally lasted from 30 to 45 minutes. Please see Appendix A for the interview protocol that was used. Following are the organizations that participated in these interviews:

Organizations

- Rick Ramacier – General Manager, County Connection
- Colleen Isenberg – representing Supervisor Karen Mitchoff
- Ben Hornstein – member of the Council on Aging, Concord Police Department volunteer, Monument resident
- Debra Bernstein, Dave Thomas – Executive Director and Program Director of Monument Impact
- Kathi Hamilton – Resource and Referral Supervisor, CoCoKids
- Susan Rotchy – Independent Living Resources
- Kenji Yamada – Bike Concord
- Obdulia Sánchez – First 5, CocoKids
- Maurice Delmer – Concord Vet Center
- Celeste Graybill – Vice Principal, Oak Grove Middle School
- Dr. Sedique Popal – Noor Islamic Cultural Community Center

Stakeholder Interviews - Findings

Interviewees mainly highlighted transportation challenges specific to the low-income, seniors, and people with disabilities. The project team then categorized needs identified during these interviews into broader ideas to set the basis for further analysis.
**Improve street infrastructure.** Stakeholder representatives from the Supervisor's Office and County Connection commented on the need for improved bicycle and pedestrian facilities within and adjacent to Monument Corridor. The current environment impedes safe travel for those biking, walking, and rolling.

- “…the corridor is not bike friendly as it expands and contracts lanes.” – County Connection
- “…while there are sidewalks along main thoroughfares, there aren’t many on the side streets, and some of them are in poor condition.” – Supervisor’s Office

**Expand mobility options.** The interviewees shared that the area lacks transportation options. For example, parents have challenges taking their kids to multiple destinations in the morning, and then to work, without a car in a timely manner (e.g. multiple school drop-offs and extracurriculars). Stakeholder note that unfortunately, there are a limited number of affordable options that are both effective and efficient.

- “…most clients drive, and some have to take older kids to school and want to know how to get their younger kids to daycare providers…” - CoCo Kids
- “…BART is a few miles away, so that presents a challenge for [some] residents wishing to use the train…” - Supervisor’s Office
- “TNCs are expensive for this population.” - Supervisor’s Office

**Improve existing public transit.** Stakeholders find that existing transit service is limited. Multiple interviewees stated that there is a lack of local and regional connectivity. For those that depend on the bus system to access their appointments, errands, and activities, limited and infrequent service, particularly on weekends, is in conducive for residents that depend on the system every day.

- “More buses and better connections to BART stations” - Islamic Center
- “County Connection does have a number of routes through the Corridor, but they are still somewhat limited.” - Supervisor’s Office
- “The County Connection Route 15 bus reportedly does not stop near the front of the Senior Center, but rather one to two blocks away, thus making it difficult for those with mobility problems.” - Commission on Aging

**Lack of information and user guidance.** Users of the system communicated with the project team that the lack of real-time information and wayfinding features can be a barrier to being able to understand and hence, effectively use the transit system.

- “Better marking of transit and stops so that it’s easier to identify…” - Islamic Center
- “An additional area of concern is the lack of awareness among seniors of the free fixed route service that is available during off-peak hours.” - Commission on Aging
- “…Monument Corridor shuttle should be more proactively advertised in other locations…” - Commission on Aging
Agency-Specific Themes

County Connection

The General Manager stated there should be increased coordination between County Connection and the cities in their transportation planning efforts. County Connection approved a major overhaul of the bus system on March 10, 2019, but bus routes in Monument are not significantly affected. An important change as part of the bus system overhaul is that there are now significant discounts on Clipper Card purchases, especially the $3.75 all day fare. The General Manager also asked that the CBTP consultant team coordinate outreach with County Connection.

The agency is proactively involved in serving disadvantaged communities, using CalEnviroscreen—which is a State health screening tool that assigns numerical scores to communities based on a range of environmental factors, including air quality and exposure to industrial activities - to identify said communities.

The General Manager raised the question of whether more robust bus rapid transit (BRT) service should be provided on Interstate 680 and this service be supplemented by autonomous vehicles (AVs) for first/last mile service. He pointed out that while he is supportive of AV service, policy makers who may see one of the benefits of this mode as being reduction in labor costs should consider the fact that there will always be a role for staff in this service. Moreover, the region is already experiencing a driver shortage so it may be challenging to meet AV staffing needs.

CoCoKids (formerly Contra Costa Childcare Council)

CoCoKids provides programs and services in early childhood education by linking parents with care providers, particularly in low-income communities. The CoCoKids social worker interviewed for this study estimates that about 35 different clients each week in the area receive services from the organization, although more may be served on the phone. CoCoKids refers clients to services that are no more than five miles from their residence, but most frequently the agency’s database provides facilities that are within one or two miles of clients’ homes.

Currently most clients drive to their childcare facility, but some are using TNCs. The problems arise when parents have to take multiple children to multiple locations. In these instances clients often ask about bus services to accomplish this task. Another problem is that some of the parents are new to the U.S. and don’t have driver’s licenses. The organization reportedly does not have updated, easily accessible information on the locations of the relevant bus routes and stops.

If clients aren’t able to walk to the childcare facilities, they would drive, use a TNC or take a bus. However, they have to pay out of pocket as no transportation stipend is provided. There are about 25 family childcare homes in Martinez, of which about 15 do provide transportation options. In those facilities, if the clients have school age children, staff will drive and pick up kids at school and bring them to their childcare home or center. If kids are preschool age, parents have to figure out their own solutions. Parents in Martinez who receive CoCoKids services do not raise transportation concerns on a regular basis.

The social worker indicated that she distributes a booklet to clients put out by the Childhood Abuse Prevention Council. It would be very helpful to provide transportation information in this publication, as well as in her agency. She also suggested advertising at bus stops or on buses in Spanish, as well as in businesses in the area.
Monument Impact
The staff at Monument Impact work with the local community on a variety of efforts including, but not limited to, workforce development, creating heathier communities, and engaging the community in programs such as Day Labor programs, and Mentes Positivas en Acción. Staffs' interactions with community members and residents provide the project team with insights on transportation concerns. Monument Shuttle is very important to its riders, as well as reliable and frequent public transportation options.

Performance Metrics
The team exceeded the original goal of nine interviews by carrying out a total of eleven interviews to relevant stakeholders in the study area. These in-depth conversations contributed to a broader understanding of the mobility needs for residents and visitors of the study area. See Appendix A for the Draft Stakeholder Interview Guide, which summarizes the interview methodology.

Community Survey/Feedback Forms

Survey Timing and Distribution
The project team ran a transportation survey to learn about preferred travel modes and current mobility challenges from local community members. The survey, which was created with input from staff and the project advisory committees, was available online through SurveyMonkey.com, and was distributed at key locations in the Study Area, as summarized below. The survey was available in English and Spanish. The surveys are included in Appendix B and survey results graphics shared with the committees are in Appendix C.

The project team visited Cambridge Elementary School, Meadow Homes Elementary School, La Clínica Monument Health Center, Monument Impact, Concord Child Care, Hidden Treasure Learning Center Preschool, and First 5 Contra Costa to distribute surveys. However, three out of the seven sites were either closed or refused to accept surveys at the time of distribution. Intercept surveys were collected at bus stops along Monument Blvd and Meadow Lane. The project team asked City staff and the committees to post the survey on the City of Concord's website, official Facebook pages, and NextDoor.

During the first two weeks of October 2019, an additional batch of surveys was re-distributed to locations identified by the PWG as relevant for this study, primarily at local schools and Monument Impact, after examining preliminary survey results.

The team collected 80 surveys between July and October 2019.

Takeaways
Survey responses helped amplify residents' voices and drew connections between travel patterns and the area's sociodemographic characteristics. While the majority of survey respondents drive within and around Monument Corridor, a portion of respondents, and therefore, community members, depend on non-driving modes – public transportation, walking, and biking – to reach their destinations. Moreover, the survey's open-ended questions gave insight on personal reflections and unique commuting and mobility experiences, which provided the project team with additional, valuable information.
Survey Findings

Mode Preference

Survey respondents (n=80 surveyed) were asked to select transportation modes that they typically use to travel to and from their destinations. (Note in the results table below, since respondents had the opportunity to select more than one mode, the denominator exceeds 100 percent). In total, 41, or 50% of respondents selected more than one mode as their preference. As shown in Figure 4-1, a higher proportion of respondents utilize driving as a transportation option. However, in aggregate, more respondents utilize non-driving modes (walk/roll, bus, and bike). Additionally, fewer community members (n = 14) rely on rideshare services like Uber and Lyft to travel. This is likely due in large part to the higher cost of these services. The minimum fare for a Lyft is between $5.00 and $10.00, whereas a County Connection bus fare is $2.00 for adults and $1.00 for seniors and persons with disabilities.\(^\text{53}\)

![Survey Findings - Mode Preference](image-url)

Mode Preference, by Income

A small selection of survey respondents provided the project team with feedback about their transportation choices based on their income. Findings loosely suggest that 80% of respondents who earn $50,000 or less utilize driving as a transportation option; whereas, all respondents with household incomes at or above $50,000 utilize driving as a transportation option. Regarding bus and BART users, 33% of lower-income respondents use public transportation as a regular mode of transportation, while the same can be said for 50% of respondents of higher-income earners. Due to the relatively small sampling size, it is difficult to generalize or make any conclusions on

the relationship between mode preference and income; however, it is anecdotal evidence that can be used to piece together the narrative.

**Mode Preference, by Race and Ethnicity**

Only a handful of survey respondents reported their race/ethnicity (n = 27), and unfortunately, the survey under-represented people of color. As such, it is difficult to generalize respondents’ travel patterns based on this variable. However, information collected from the Community Open House and stakeholder interviews were able to capture and shed light on mode preference by race and ethnicity.

**Vehicle Availability**

In terms of vehicle availability, 86% of respondents (n = 42 responses) indicated that they have a vehicle at their disposal always or usually. Vehicle availability is often associated with more drive trips because having access to a vehicle makes driving more convenient. And while the results of this survey imply a heavy reliance on driving to get around the Monument Corridor, and an underutilization of other transportation modes, survey respondents expressed interest in using other modes but indicated the need for improvement. Commentary included, “…don’t use public options due to the limited service,” “…walking and biking, no direct routes to go east from my neighborhood, no safe path to walk...” and “…lack of convenient alternatives to driving…”

**Concerns and Recommendations**

The survey amplified the team’s awareness of general concerns, along with individual experiences associated with transportation in Monument Concord. A key conclusion is that while driving tends to be a common means of transportation within and around the community, there are residents that rely on alternative modes of transportation. The open-ended questions of the survey provided meaningful insight and qualitative data on personal reflections and unique commuting and mobility experiences.

**Performance Metrics**

The team would have preferred to obtain a minimum of 100 surveys. However, the data that was obtained from the surveys did not contradict other sources of public input including the Steering Committee input, stakeholder interviews, and Community Open House. One important piece of feedback was that the survey was too long. In the future it would be advisable not only to shorten the survey but to test it on committee members and staff in order to advise community members of the time commitment.

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Community Open House

In order to expand outreach efforts, the project team, working closely with City of Concord staff, organized an Open House at Monument Impact in Concord. This event was held on the evening of August 15, 2019. The information distributed to promote this event was available in English and Spanish (Figure 4-2), and was distributed in similar fashion to the public surveys, including online at the official City website and Facebook page. During the Open House, attendees circulated through a series of interactive posters with information in both languages as well (see posters in Appendix E). Also present were two fluent Spanish-speaking members of the project team; the Spanish language had been recognized as a key element to foster participation and engagement. Additionally, the team provided a boxed meal and beverages to Open House attendees.

Participants gave verbal feedback and wrote comments on sticky notes to help the project team:

1. Better understand where and when people need to travel and;
2. Identify transportation barriers that Concord residents and visitors face.
Figure 4-2  Open House Flyers

**OPEN HOUSE**

MONUMENT CORRIDOR COMMUNITY-BASED TRANSPORTATION PLAN

*We want to hear from you!* Please let us know about your transportation needs in the Monument Corridor.

**DATE**
THURSDAY
AUGUST 15

**TIME**
6 PM - 8 PM

**PLACE**
MONUMENT IMPACT
2699 MONUMENT BLVD.
CONCORD, CA 94520

Drinks and light refreshments will be provided.

**To RSVP:**
Call 810.806.7188, or register online at:
www.surveymonkey.com/r/MonumentOpenHouse

Nelson\Nygaard Consulting Associates, Inc. | 4-10
Common Destinations

Open House attendees identified the most visited areas in the city of Concord to be academic institutions, civic buildings, retail clusters, and transit centers. The commercial areas in Pleasant Hill Plaza and the markets and automotive service centers between Detroit Ave., Walters Way and Monument Blvd.; were both recognized as common destinations. However, elementary schools and high schools in the area, including Meadow Homes Elementary, Cambridge Elementary, Bancroft Elementary, Concord High School, Ygnacio Valley High School and Diablo Valley College, were also recognized as popular destinations to which students have trouble getting to. Regarding common commercial areas that are not easily accessible, attendees recognized the commercial area on Monument Blvd., between Mohn Ln. and Meadow Ln.; the intersection between Port Chicago Hwy and E. Olivera Rd. and the Costco on Monument Blvd. Finally, civic buildings, including the Concord Senior Citizen Center and Concord City Hall, were recognized as difficult to reach. Figure 4-3 shows a more detailed description about these areas.
Figure 4-3  Popular Travel Destinations: City of Concord

Feedback from Open House
- Areas People Travel Regularly
- Areas People Have Trouble Getting To
Transportation Barriers

At the Open House, the project also team created a “Barriers” poster and asked attendees to mark their transportation challenges and concerns (*Note: attendees were not limited by a certain number of markers*). Popular choices included better transit routes, sidewalk conditions, and unreliable schedules. Specific comments included:

“...we need direct connections to Concord High School...”

“...Bike lane ends at a scary intersection. We need protected bike lanes to connect to the rest of the bike network...”

Potential Transportation Improvements

Besides collecting opinions about potential improvements, the project team was also interested in hearing about mobility concerns. Attendees were open and enthusiastic about many of the proposed suggestions. Improving public amenities and assistance finding multi-lingual information were the most popular selections.

- **Improve public amenities** – Residents identified Monument Boulevard as the main commercial and retail corridor in Concord, however they acknowledged a lack of amenities to make walking more welcoming. This was recognized as a key opportunity for improvement in the area. Meeting attendees pointed out that walking next to fast moving traffic and under the sun is not a pleasant experience. They suggested that providing shade with trees and appealing infrastructure would improve the experience of pedestrians on this main boulevard. Additionally, respondents indicated that the quality of sidewalks along Monument Boulevard could be improved.

  “At 1500 Monument need safe ways to walk across the street, between Regant and Meadow Ln.”

  These observations also include the addition of shaded bus stops, with the option to sit while waiting.

- **Multi-lingual information** – Participants suggested that transportation information be provided in languages in addition to English, recognizing that the majority of residents speak Spanish.

- **Active transportation infrastructure** – Residents recognized the need to offer better infrastructure to guarantee the safety of bicycle users and pedestrians, as well as programs to make the use of these transportation modes appealing. To improve pedestrian crossings, attendees suggested the integration of “pedestrian scrambles” for the busiest intersections. Regarding bicycle safety, participants requested the addition of protected bike lanes on Monument Boulevard, but also a clear bicycle network and route that can connect the main destinations in Concord. Finally, there was a strong request to increase enforcement of double-parked vehicles, as they represent a hazard to bicycle users.

- **Transit expansion** – Attendees showed interest in an improved and more dynamic transportation network. For instance, it was suggested that the Monument Shuttle should include more stops and include routes that would connect the different schools in the area. Moreover, residents suggested new and less conventional transportation options, such as using smaller vehicles. With international examples in mind, such as the jitneys...
in the Philippines, attendees voiced their need for more flexible and frequent transportation alternatives.

**Technology and Payment Methods**

The project team inquired about current practices regarding payment methods and use of technology. Attendees emphasized their interest in understanding how to use the Clipper Card. Additionally, non-English speakers stated that using this technology can sometimes be challenging, particularly when reloading the card.

As noted in Chapter 3, approximately 9% of households in Concord are unbanked.\(^{55}\) This is a higher proportion than the average for the County. According to further research, approximately 70.8% of households in the Study Area use a smartphone.\(^{56}\) Unbanked individuals and/or individuals not using smartphones have difficulty accessing some new transportation options including Uber/Lyft and carshare. They can also have difficulty accessing up-to-date information on traffic, transit arrival times, and directions for driving, transit, and walking.

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\(^{55}\) Percent of Unbanked Households (CFED, Local Data Center Mapping Tool, 2014). Research from Placeworks.

Figure 4-4  Public Feedback: Locations for Improvement

Feedback from Public:
1. People don't stop at the stop sign, root in the middle of the road, dark at night
2. Doesn't feel safe walking
3. Feels unsafe, car break ins
4. No parking at any time
5. Meadow -> Market is very dangerous on a bike. There is not bike lane and lots of fast cars
6. No sidewalk on east side of Monument
7. High car speeds on Meadow and no protected bike lane
8. Hard to walk on entire Monument Blvd, no shade, loud cars, not comfortable
9. Cars often block crosswalk, lack of crosswalk on some parts of intersection, feels dangerous
10. Need more parking on Monument/GaInDo and Detroit
11. Caltrans/CC County are planning to add ramps to this intersection. The current plans do not provide adequate safety for pedestrians.
12. Detroit dead end is bike-unfriendly with a post in the middle of the bike path
13. On More and Monument there needs to be better signage for pedestrians to understand the signal
14. Bike lane ends at a scary, high-traffic intersection. Need protected bike lanes to connect to rest of bike network
Conclusion

The Monument Corridor Open House meeting allowed us to learn from attendees and community members about their transportation concerns and to capture a diverse array of their ideas on how to improve their transportation experience in the area. Residents seem mainly concerned about the quality of their transportation experience in terms of infrastructure, safety and user-friendliness. Residents and visitors are interested in walking and biking more, if the appropriate conditions of shade and sidewalk quality are offered to them. Also, residents from different linguistic backgrounds want to be able to use different transportation services with resources in their own language. Refer to Figure 4-4 for the public’s recommendations for how to improve specific locations throughout the Study Area.

Performance Metrics

The project team hoped for approximately 40 attendees and received approximately 30. This event was planned to host members of the community who would be interested in sharing their transportation needs. The diversity of attendees at the Open House compared to the survey responses suggests that the input received by the team was representative of the population of the study area.

Focus Groups

Focus groups afford in-depth facilitated discussions about transit services and transportation needs and are an important part of the community engagement process. Without the pressure to reach consensus, members are encouraged to speak freely, make personal decisions, and reflect on new ideas. At the Community Open House, the project team discussed potential follow-up activities with Monument Impact staff including focus groups.

The two potential group meetings discussed were the Technology Transfer Spanish-speaking group and a Parent Teacher Association (PTA) meeting. Given the budget constraints that the team faced at this stage of the plan, the Technology Transfer Spanish-speaking group was chosen to serve as the focus group for this area, as it assembled a set of people similar to the larger study area population, with concerns that would contribute to this study. This group meets several times a week and seemed to provide an opportunity to engage in a more intimate discussion that would inform the final document.

Despite the team’s outreach efforts, material production and ensuring the supply of refreshments for this event, Monument Impact was not able to offer a time to schedule this focus group during the designated project schedule, given the subsequent completion of this class’s program. At their suggestion, the team focused on a re-distribution of surveys in October 2019.

Updates to Community Members on Events

Outreach meetings were publicized on the City of Concord and CCTA web sites (and through other social media as available and appropriate) as a way of reaching individuals who may not be affiliated with organizations or visit public locations.

Performance Metrics

Metrics for this activity were not defined. In the future it would be advisable to obtain a list of exact online postings and determine if it is possible to obtain web analytics such as “hits”.
5 CURRENT TRANSPORTATION SERVICES AND GAPS

LOCAL TRANSPORTATION SERVICE

Fixed-Route Transit

County Connection is a fixed-route transit network that operates in ten jurisdictions and the unincorporated areas of Central Contra Costa County. County Connection serves Concord’s Monument Corridor, as well as adjacent cities including Pleasant Hill, Martinez, and Walnut Creek. County Connection serves about 3.5 million people annually on 19 local routes (1-35), seven express routes (91x-99x), nine weekend routes (300s), and nineteen school routes (600s).57 County Connection’s paratransit service is described later in this document.

Several of the agency’s routes travel through the Monument Corridor, providing residents of the area access to local amenities and the broader region with stops at BART, Amtrak, and the Pleasanton ACE train. Weekday service is between 5:30 AM and 11 PM, with different start and end times based on demand, budget, and scheduling efficiency. Weekend service is typically between 7 AM and 9 PM.58 Along Clayton Road and Willow Pass Road, a bus is scheduled for every 15 minutes on weekdays. Meadow Lane/Oak Grove Road have a bus scheduled every 45 minutes during weekday peak and every 90 minutes off peak. Monument Boulevard has a 14 or 16 bus scheduled to arrive every 10-30 minutes depending on the time of day. The 14 or 16 buses within the study area do not have a staggered schedule and often arrive at the same time. On a typical weekday, County Connection has an average of 13,653 boardings within its service area59. Due to limited weekend service, the typical ridership is 2,558 per weekend day.

58 Ibid.
59 County Connection Fixed Route Operating Reports, September 2017.
Figure 5-1  County Connection – Weekday Transit Routes that serve Monument Corridor
Figure 5-2  County Connection – Weekend Transit Routes that serve Monument Corridor
Table 5-1  Fixed-Route Service in Monument Corridor, Concord

<table>
<thead>
<tr>
<th>County Connection</th>
<th>Route</th>
<th>Hours of Operation</th>
<th>Frequency Peak / Off Peak</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Weekday Service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Route 10</td>
<td>Concord BART to Clayton along Clayton Blvd.</td>
<td>5:00 AM to 11:00 PM</td>
<td>15 mins / 30 mins</td>
</tr>
<tr>
<td>Route 11</td>
<td>Pleasant Hill BART to Concord BART, along Treat, Oak Grove Rd, and Clayton Blvd.</td>
<td>6:00 AM to 8:00 PM</td>
<td>45 mins / 90 mins</td>
</tr>
<tr>
<td>Route 14</td>
<td>Walnut Creek BART to Pleasant Hill BART to Concord BART, along Monument Blvd.</td>
<td>5:30 AM to 9:30 PM</td>
<td>30 mins</td>
</tr>
<tr>
<td>Route 15</td>
<td>Concord BART, to Pleasant Hill via Treat Blvd.</td>
<td>5:00 AM to 8:00 PM</td>
<td>60 mins</td>
</tr>
<tr>
<td>Route 16</td>
<td>Martinez Amtrak to Concord BART, via Alhambra Ave., Gregory Lane, and Monument Blvd.</td>
<td>5:30 AM to 10:00 PM</td>
<td>40 mins</td>
</tr>
<tr>
<td>Route 17</td>
<td>Concord BART to North Concord BART, via Solano Way and Olivera Road</td>
<td>6:15 AM to 7:30 PM</td>
<td>30 mins / 75 mins</td>
</tr>
<tr>
<td>Route 19</td>
<td>Amtrak/BART Concord, via Pacheco</td>
<td>7:00 AM to 7:30 PM</td>
<td>90 mins</td>
</tr>
<tr>
<td>Route 91X</td>
<td>BART Concord Loop, via Airport Plaza and UFCW and Employers Plaza</td>
<td>6:30 AM to 8:30 AM; 3:30 – 6:00 PM</td>
<td>30 mins (peak only)</td>
</tr>
<tr>
<td><strong>Weekend Service</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>310</td>
<td>Concord BART To Clayton along Clayton Blvd.</td>
<td>7:30 AM – 7:45 PM</td>
<td>Every 25-40 mins</td>
</tr>
<tr>
<td>311</td>
<td>Concord BART to Pleasant Hill BART and Walnut Creek BART via Treat, Oak Grove, and Willow Pass</td>
<td>7:30 AM to 7:45 PM</td>
<td>90 mins</td>
</tr>
</tbody>
</table>
Fare Structure

The regular fare for local service was increased in March 2019 to $2.50 ($2.25 on Clipper), with a 50% discount given to seniors and people with disabilities. County Connection also offers a variety of monthly fare passes on Clipper at a reduced cost for frequent travelers. Refer to Table 5-2 for more information on County Connection’s current fare structure.  

<table>
<thead>
<tr>
<th>County Connection</th>
<th>Route</th>
<th>Hours of Operation</th>
<th>Frequency Peak / Off Peak</th>
</tr>
</thead>
<tbody>
<tr>
<td>314</td>
<td>Diablo Valley College to Concord BART via Monument Blvd.</td>
<td>7:00 AM to 8:30 PM</td>
<td>40 mins</td>
</tr>
<tr>
<td>320</td>
<td>Diablo Valley College to Concord BART, via Diamond and Clayton</td>
<td>10:00 AM to 7:00 PM</td>
<td>45 mins</td>
</tr>
<tr>
<td>315</td>
<td>Concord BART to Landana, via Willow Pass, Landana, and Treat Blvd.</td>
<td>8:30 AM to 6:30 PM</td>
<td>80 mins</td>
</tr>
</tbody>
</table>

**Table 5-2  County Connection – Fare Structure**

<table>
<thead>
<tr>
<th>Fare Types</th>
<th>Cost</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash Fares</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult/Youth</td>
<td>$2.50</td>
<td>Regular -routes-Clipper $2.00, Express Routes – Clipper $2.25</td>
</tr>
<tr>
<td>Under 6 Years Old</td>
<td>Free</td>
<td>When accompanied by an adult</td>
</tr>
<tr>
<td>Seniors (65+) RTC/Medicare</td>
<td>$1.25</td>
<td>Clipper fare $1.00</td>
</tr>
<tr>
<td>Adult/Youth BART-to-Bus Transfer</td>
<td>$1.00</td>
<td>Transfer credit automatically given on Clipper</td>
</tr>
<tr>
<td>Senior/RTC/Medicare BART-to-Bus Transfer</td>
<td>$0.50</td>
<td>Transfer credit automatically given on Clipper</td>
</tr>
<tr>
<td><strong>Discount Bus Passes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult/Youth Day Pass Accumulator</td>
<td>$3.75</td>
<td>Unlimited rides on any regular fixed-route bus for one service day (Clipper only)</td>
</tr>
<tr>
<td>Senior/RTC/Medicare Day Pass Accumulator</td>
<td>$1.75</td>
<td>Unlimited rides on any regular fixed-route bus for one service day (Clipper only)</td>
</tr>
<tr>
<td>Monthly Pass</td>
<td>$60.00</td>
<td>Unlimited rides on any regular fixed-route bus for one calendar month (Clipper only)</td>
</tr>
</tbody>
</table>

60 Ibid. Pp. 24
Fixed-Route Coordination and Partnerships

Five other public bus operators provide service in County Connection’s service area: Eastern Contra Costa Transit Authority (Tri Delta), Western Contra Costa Transit Authority (WestCAT), Fairfield Suisun Transit (FAST), Solano County Transit (SolTrans), and Livermore Amador Valley Transit Authority (LAVTA). County Connection works with each operator to remove duplicative service and ensure that timed transfers are as seamless as possible.61

CCTA also partners with Contra Costa 511 to offer transit fare incentives. Now through June 30, 2019, County Connection and 511 are sponsoring a buy one get one offer. Commuters (home-to-work and/or work-to-home trips) can receive a free Clipper Express Pass with the purchase of another pass.62

County Connection is offering free rides on three of its weekday bus routes – Routes 11, 14, and 16 – as part of a one-year pilot program from July 1, 2019 – June 30, 2020. All three routes serve the Monument Corridor in Concord and connect from Concord BART to various destinations in Martinez, Pleasant Hill, and Walnut Creek, including BART stations, Martinez Amtrak and Contra Costa Regional Medical Center. The pilot project is being funded by a grant through California’s Low Carbon Transit Operations Program (LCTOP), which distributes cap-and-trade proceeds to support a wide range of programs and projects that reduce greenhouse gas emissions and deliver other economic, environmental, and public health benefits for Californians.63 Staff reports that ridership has increased approximately 30% on these routes.

Existing Facilities and Annual Budget

County Connection currently has one maintenance facility at 2477 Arnold Industrial Drive in Concord. This facility accommodates all of County Connection’s revenue and non-revenue fleet for maintenance and storage of vehicles. County Connection does not own the bus stops that it serves, although they may install and maintain them.

The fixed-route and paratransit network has an annual ridership of 3.5 million passengers. In 2019, the agency has proposed an operational budget of $39.5 million.64

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61 Ibid. Pp. 25
REGIONAL TRANSPORTATION SERVICES

Amtrak

The nearest Amtrak station to Monument Corridor is located 8.5 miles away in Martinez, CA. The station hosts several Amtrak routes – the Capitol Corridor, the Coast Starlight, the San Joaquin, and the California Zephyr.65

- **Capitol Corridor** provides intercity train service with 30 daily trips between Sacramento and San Jose. Stops made in Martinez are between 30 minutes and 2 hours frequency, depending on the time of day.

- **The Coast Starlight** spans the entire West Coast, from Los Angeles to Seattle. Amtrak runs one northern-bound train and one southern-bound train per day. The train arrives in Martinez 7:30 AM (southbound) and 10:45 PM (northbound), respectively.

- **The San Joaquin** operates round-trip trains between Bakersfield and Stockton. At Stockton, the San Joaquin splits and travels to either Oakland or Sacramento. Trains terminating in Oakland stop at the Martinez Amtrak station between 6:30 AM and 6:30 PM.

- **The California Zephyr** is an east-west train that starts in Emeryville and goes all the way to Chicago, Illinois, stopping in Martinez twice per day at 3:30 PM (southbound) and 9:50 PM (northbound).

The Martinez Amtrak station is reachable by public transit via route 99x from North Concord BART Station. Route 16 provides a 52 minute single-seat ride via Pleasant Hill to Martinez. The route is every 30 minutes between 6:00 AM to 9:00 AM and 3:30 PM to 6:30 PM, Monday through Friday.66 On weekends, Amtrak is accessible from Contra Costa Centre via Route 316, which runs every 80 minutes between the hours of 7:30 AM and 8:00 PM.67

BART

Bay Area Rapid Transit (BART) is the Bay Area’s regional transit service, with stops between Millbrae, San Francisco, Richmond, Antioch, Dublin/Pleasanton, and Fremont. The nearest station to the Monument Corridor is the Concord station, which is located just northeast of the Study Area along Oakland Avenue between Clayton Road and Mt. Diablo Street (refer to Figure 5-3). Residents within the Study Area can reach the station by foot or can take County Connections Routes 16, 14, or 11.

On weekdays, BART’s first and last trains leave their origin stations between 5:00 AM and 12:00 AM, respectively. Since February 11, 2019, BART has provided an Early Bird Express bus service from 3:50 to 5:30 AM, to allow for extended nighttime closure of the Transbay Tube for seismic retrofit. The seismic retrofit project is supposed to complete in fall 2023. On Saturdays, trains run between 6:00 AM and 12:00 AM, and Sunday service is between 8:00 AM and 12:00 AM. Refer to Table 5-3 for information on departures specific to Concord BART.

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Trains are every 15 minutes on weekdays and every 20 minutes on weekends and nights.

<table>
<thead>
<tr>
<th>Origin</th>
<th>Destination</th>
<th>Hours of Operation (Weekday Service)</th>
<th>Hours of Operation (Saturday Service)</th>
<th>Hours of Operation (Sunday Service)</th>
<th>Clipper Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concord BART</td>
<td>Downtown San Francisco</td>
<td>4:58 AM to 12:06 AM</td>
<td>6:08 AM to 12:06 AM</td>
<td>8:06 AM to 12:10 AM</td>
<td>$6.45</td>
</tr>
<tr>
<td></td>
<td>San Francisco Airport</td>
<td>4:58 AM to 12:06 AM</td>
<td>6:08 AM to 12:06 AM</td>
<td>8:06 AM to 12:10 AM</td>
<td>$11.60</td>
</tr>
<tr>
<td></td>
<td>Antioch</td>
<td>6:11 AM to 1:11 AM</td>
<td>6:42 AM to 1:11 AM</td>
<td>8:51 AM to 1:12 AM</td>
<td>$4.15</td>
</tr>
<tr>
<td></td>
<td>Richmond</td>
<td>5:13 AM to 12:06 AM</td>
<td>6:08 AM to 12:06 AM</td>
<td>8:54 AM to 12:06 AM</td>
<td>$5.24</td>
</tr>
<tr>
<td></td>
<td>Warm Springs/South Fremont</td>
<td>5:13 AM to 12:06 AM</td>
<td>6:08 AM to 12:06 AM</td>
<td>7:57 AM to 11:57 PM</td>
<td>$7.00</td>
</tr>
</tbody>
</table>
Figure 5-3  Access to Regional Transit via Monument Corridor

Regional Transportation
- Study Area
- City
- BART Station
- BART Line

County Connection Routes
- Red: 10
- Green: 16
- Blue: 11
- Green: 19
- Blue: 14
- Black: 20
- Gray: Bus Transfer Center

Data Sources: CCCTA, SBR
ADDITIONAL TRANSPORTATION SERVICES & PROGRAMS

Paratransit

County Connection provides ADA paratransit service for people with disabilities who are unable to take fixed-route transit services. This service, called LINK, is a door-to-door program operated by County Connection. Advance reservations are required and service runs Monday through Friday between 4:30 AM and 11:00 PM. Weekend service operates between 7:00 AM and 10:30 PM consistent with the County Connection fixed route services. Additionally, County Connection provides ADA service on behalf of BART at select hours and an area defined to be within ¾ of a mile of fixed route bus service or a BART station.

LINK is $5.00 for each one-way trip. LINK fare can be paid in cash or riders have the option of setting up an account to prepay for their trip. Riders send a check of at least $50.00 to County Connection to establish the use of the agency’s Advance Fare Payment System. Funds are automatically deducted from a patron’s account after each trip. Patrons are notified when the balance of their account drops below $25.00.68

LINK eligibility is determined in accordance with the requirements of the Americans with Disability Act, which states that eligibility is strictly limited to those who have specific limitations that prevent them from using accessible fixed route public transportation some or all of the time.69

Monument Community Shuttle

Monument Impact is a community-based non-profit located in the Monument Corridor. The organization provides resources and skill-building opportunities for low-income, refugee, and immigrant populations who live in the corridor. Opportunities include workforce development and the promotion of mental and physical health.

Monument Impact offers a free weekday shuttle (9:00 AM to 5:00 PM with extended hours on Tuesdays) to help residents travel to key services and destinations, which include BART, La Clinica Monument, Cambridge Elementary School, and the Senior Center. The Monument Community Shuttle is funded through Contra Costa Transportation Authority (CCTA) Measure J sales tax funds.70

Ridership has fluctuated throughout the operation of the Shuttle.

Taxis

The City of Concord regulates taxis and issues licenses to operate them. A taxicab owner is required to have at least five cabs in the fleet; however, based on the City’s protocols only a certain number of vehicles can circulate based on the day of the week and time of day. For more information in specifics of the ordinance, refer to the City’s municipal code.  

Get Around Taxi Program

The Concord Commission on Aging developed this program to supplement other transportation options available to Concord seniors. This door to door option, allows seniors to get taxi service at an affordable rate. Concord residents that are 65 and above are eligible. Applications will be accepted weekdays from 10:00 AM to 12:00 PM at the Concord Senior Center. Each book is $15 with a scrip value of $30. Registered seniors may purchase a maximum of 2 books per month. Limited books are available each year.

Transportation Network Companies (TNCs)

Several new mobility services have launched or expanded in recent years and offer travelers an increasing array of options for getting around.

Transportation network companies (TNCs) such as Lyft and Uber have become an important travel option for all manner of trips. Lyft and Uber’s basic service offering allows an individual party to request a private ride from origin to destination. Fare-splitting service offerings like Lyft

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Line and UberPool, which aggregate trips with origins and destinations along similar routes into fewer vehicles, have grown significantly in recent years.\(^{74}\) Lyft and Uber each also have large-vehicle and luxury versions of their services. Some of the issues related to use of these TNCs by the study’s target population groups include whether individuals are “banked”, are able to use and have access to smart phones, affordability, and the availability of accessible vehicles.

**Private Airport Shuttles**

BayPorter Express\(^{75}\), East Bay Shuttle\(^{76}\), and Walnut Creek Airport Service\(^{77}\) all offer door-to-door shuttle service between residents’ homes and the regional airports. Service is available between 2:00 AM and 10:00 PM (other times may be available for a surcharge) and rates are between $62 and $140.

**Contra Costa 511 Services**

Contra Costa Transportation Authority (CCTA), in partnership with TRANSPAC and the Bay Area Air Quality Management District (BAAQMD), sponsors 511 Contra Costa – a comprehensive transportation guide for the County’s commuters and residents. 511 Contra Costa offers information on how to navigate public transportation, utilize rideshare programs, and plan pedestrian and bike trips. Additionally, the program offers incentives to commute more sustainably – carpooling, vanpooling, taking transit, bicycling, and walking.

**Drive Less Commuter Program**

To incentivize Contra Costa residents to commute more sustainably, 511 introduced the Drive Less Commuter Program. Until June 2019, residents are eligible for a $25.00 cash reward when they swap their drive-alone commute for an alternative mode. The benefit is limited to one person per household and is for work commute trips only. Residents who use employer provided and paid buses and shuttles do not qualify.\(^{78}\)

**Try Transit**

Try Transit is a program for individuals who live or work in Contra Costa County. Between July 1, 2018 and June 20, 2019, one person per household is eligible to receive a $15 pre-loaded Clipper card to take them between home and work, and participating school campuses (CSU Eastbay, Contra Costa College, Diablo Valley College Pleasant Hill, and Los Medanos Community College). The benefit encourages those who would otherwise drive-alone to try transit.\(^{79}\)

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\(^{77}\) Walnut Creek Airport Service (2019). *Walnut Creek Airport Service.* Retrieved from https://walnutcreekairport-taxi.com/


Guaranteed Ride Home

Guaranteed Ride Home is an “emergency” or “back-up” ride for individuals who use commute alternatives to single occupancy vehicles. The program is a free service but participants must pre-register via the 511 website. As stated on the website, only rides for commutes that originate in Contra Costa are eligible for reimbursement. There are similar GRH programs in most neighboring counties operated by other public agencies.80

Carpooling

511 Contra Costa encourages residents and workers to carpool, whether it’s through a ridesharing service like Lyft and Uber, or with carpooling apps like Scoop, Waze Carpool, or Duet which pair commuters in advance of their trip. When commuters opt-in to a carpool, they are eligible for the Drive Less Commuter Program. Additionally, the 511 website has information on Park and Ride locations, carpool services, and recent commuter news and programs.81

Vanpooling

The Bay Area Vanpool Program partnered with Enterprise to subsidize vanpooling with a monthly subsidy of up to $250. Enterprise provides a group (seven passengers) access to a low-mileage van or SUV with roadside assistance. Those that vanpool have access to Express Lanes and HOV lanes, save money on gas and parking, reduce vehicle wear and tear, and reduce greenhouse gas emissions by commuting together. As an additional incentive, drivers who start a vanpool and keep it on the road for at least one year may qualify for a $1,000 bonus. 511 Contra Costa is available to answer questions regarding how to start a vanpool, how to fill empty seats, and explain the pre-tax benefits.82

Mobility Matters – Contra Costa’s Mobility Management Center

Mobility Matters facilitates transportation options for the County’s seniors, persons with disabilities, and low-income individuals. The organization connects people who need transportation with those that can volunteer their time to provide transportation services. 

Rides for Veterans and Seniors

Rides for Veterans and Rides for Seniors are two programs sponsored by Mobility Matters that give access to residents of Contra Costa County who are unable to take fixed-route transit. The service is free and provided by trained volunteer drivers. Rides are primarily for medical trips, dental appointments, grocery shopping, and other essential errands. To participate, veterans and seniors can either apply via an online form or call Mobility Matters directly.83

John Muir Health Caring Hands Volunteer Caregivers Program

Caring Hands creates long term, one-on-one matches between dedicated volunteers and seniors who need support and companionship. In addition to providing free transportation and escort to

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medical appointments, shopping and errands, our screened and trained volunteers also provide friendly visiting, social outings, reading mail, letter writing and respite care to give a break to a family caregiver. To be eligible, seniors need to be over the age of 60 and living independently in their own home. A phone interview and a home assessment by a social worker are required. Due to high demand there is usually a waiting list for services.\(^{84}\)

**Older Driver Resources**

The AARP (American Association for Retired Persons) conducts several online and classroom safety courses for older drivers. Most courses require a time commitment of eight hours; classes are two four-hour sessions, though the program occasionally covers the course in one day. Online classes cost $16 per person for AARP members and $20 per person for non-members. Classroom courses are available in Contra Costa County and online through the AARP website.\(^{85}\)

**The Future of Mobility: Autonomous Vehicles**

Automobile manufacturers and technology companies are investing heavily into developing autonomous vehicle (AV) technology, alternatively known as driverless cars. Research and development activity started to show results in 2016 with AV pilots in a number of cities across the United States and internationally. In addition to the potential to reduce the cost of providing transit service itself, AVs present a new set of opportunities for bridging the first/last mile gap between high capacity transit stations and people’s home or work front doors.

While it may take several years before driverless cars are deployed for use on public roads,\(^{86}\) they are expected to steadily gain market share and to ultimately carry a significant portion of motorized passenger travel within several decades. Estimates by a range of technology and transportation theorists predict that AVs will have 70% to 90% penetration in the market for motorized travel sometime between 2035 and 2055.\(^{87}\) However, given many unknowns about the AV technology itself and the regulatory efforts at the state and federal levels that will shape it, all of these estimates are subject to a significant margin of error.

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PEDESTRIAN AND BICYCLE FACILITIES AND PROGRAMS

Goals and Policies for Improvements

The current development pattern of the Monument Corridor creates barriers for walking and biking. The neighborhood abuts the I-680 / SR 242 freeways to the west and major arterial roadways to the east. The relatively wide crossing distances, and deferred maintenance on pedestrian and bicycle facilities, along with relatively high vehicular traffic volumes on the arterials, represent physical barriers to active transportation mobility.

While current barriers exist, CCTA and the City of Concord are committed to planning and implementing streetscape improvements to address the aforementioned active transportation issues. Concord’s 2030 General Plan states the City’s commitment to Complete Streets – a street design concept that enables all users, regardless of age and ability, to use the street safely with their chosen mode of transportation – biking, walking, taking transit, or driving.  

In 2018, CCTA adopted the CBPP update, which establishes countywide goals and objectives for bicycling and walking, identifies gaps in the system network, and establishes best practices to engineer streets that are more mindful of pedestrian and bicycle design elements.

Moreover, the CBPP identifies the Monument Corridor as a Pedestrian Priority Area – an area within the County where pedestrian improvements are integral based on a set of criteria including high residential density, high employment density, and whether the neighborhood is a Priority Development Area (PDA).

City of Concord - Downtown Specific Plan: Bicycle and Pedestrian Element

Concord’s Downtown Specific Plan, published in 2014, emphasizes the City’s goals and policies to better accommodate pedestrians and bicyclists. The Plan envisions an integrated pedestrian network with complete sidewalks and crosswalks that improve connectivity, particularly in pedestrian priority zones.

Action items identified in the Plan include rehabilitating approximately 30 crosswalks within the downtown area, adding signalization at pedestrian crossings, and enhancing

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90 Priority Development Areas (PDAs) are earmarked for future growth and are typically near transit and job centers.
intersections with ADA ramps, curb extensions, and advanced stop bars. In regards to biking, the Plan seeks to improve bicycle travel for all experience levels. Key highlights in the Plan include enhancing bicycle facilities at high-use intersections, increasing bicycle parking, and exploring the feasibility of a citywide bike share program. Currently, the City's Planning Code requires long-term and short-term bicycle parking for employees, residents, and visitors, and new developments slated for construction in the downtown area will be required to provide off-street bicycle parking.

Existing Facilities

Bicycle Facilities and Trails

The 2018 CBPP identifies a network of bicycle facilities that when complete, will be a low-stress network available to people of all ages and abilities, providing connections to key destinations throughout the County. Several proposed bike routes are planned through or adjacent to the Monument Corridor.

Existing Bicycle Infrastructure

The Contra Costa Canal Regional Trail

The Contra Costa Canal Regional Trail, named after the canal it follows, forms a horseshoe path through Martinez, Pleasant Hill, Walnut Creek, and Concord. The route passes through several regional parks and intersects with other regional trails including the California State Riding and Hiking Trail, Briones to Mt. Diablo Trail, and the Iron Horse Regional Trail, which meets just south of the Concord BART station, a 20-minute bike ride from Monument Corridor.

The Iron Horse Trail

The Iron Horse Trail begins adjacent to Marsh Drive, parallel to Walnut Creek and just south of Highway 4. The 32-mile route travels south through several residential areas, schools, Pleasant Hill/Contra Costa Center BART Station, the eastern edge of downtown Walnut Creek, and the town centers of Danville and Los Alamos. The trail terminates at the eastern edge of Pleasanton. In the future, the Iron Horse Trail will extend through Livermore, connecting 12 cities from Livermore in Alameda County to Suisun Bay in Contra Costa County.

The Concord Monument Corridor Trail

The Monument Corridor Trail is a 1.3-mile paved recreational path that is fully within the boundaries of the neighborhood, spanning

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93 Ibid. pp. 103
94 Ibid. pp. 124
95 Ibid. pp. 52
between Meadow Lane and Monument Boulevard. The trail connects to the Iron Horse Trail.

**On-Street Bicycle Facilities**

The residential streets in the Monument Corridor are designed in a conventional cul-de-sac pattern. Excluding Meadow Lane, Detroit Avenue, Clayton Road, and Lynn Avenue, the streets do not have any bicycle facility designations (e.g. class II bike lanes or class III bike sharrows).

**Detroit Avenue Complete Streets Project**

In 2013\(^98\), the East Bay Times published an article about Concord’s Monument Corridor and the need for street safety improvements. At the time, parents took part in a grassroots effort to improve some of the neighborhoods’ busiest streets.\(^99\) Concerns included the quality of the sidewalks, the lack of crosswalks, and motorists disobeying the law. In 2015, funding was set aside for the Detroit Avenue Complete Streets Project. The project, funded through the Metropolitan Transportation Commission’s One Bay Area Grant program, included the installation of buffered bike lanes, construction of sidewalk and access ramps, installation of additional street lighting, and pavement rehabilitation. between Clayton Road and Via Del Monte, crosswalks, and new sidewalk infrastructure.\(^100\)

**Safe Routes Programs**

While improved facilities are necessary for improved bicycle and pedestrian safety, efforts must also include increased education, encouragement, evaluation, and enforcement.

**Safe Routes to School and Transit**

In recent years, Safe Routes to School (SR2S) programs have gained traction as a way to address traffic safety among children and within school areas. As stated in the updated CBPP plan and the City of Concord’s Bicycle Pedestrian, and Safe Route to Transit Plan, CCTA and the City continue to promote walking and biking to school through 511 Contra Costa and the County’s Safe Routes to School programs. While CCTA financially supports many bike and walk programs, there is a gap in available funding resources for SR2S. CCTA’s SR2S Needs Assessment estimates this funding shortfall at $243 million in capital improvements, and $57 million in annual operating costs.\(^101\) CCTA prioritizes projects that complete gaps in the transportation network, alleviate traffic stress, and have the greatest impact on equity and socioeconomics.\(^102\)

Cambridge Elementary and Meadow Homes Elementary, both located in the Monument Corridor, participate in the County’s SR2S program. The League of American Bicyclists and Contra Costa

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\(^98\) Article updated in 2016.  
Health Services lead programming, which includes bicycle rodeos, on-campus kiosks, in-class presentations, and walking school buses.\textsuperscript{103,104}

\textbf{Evaluation and Monitoring}

Bicycle and pedestrian safety is a prominent concern for Concord and it is a determining factor for how to improve existing infrastructure and programs. The City frequently reviews data from the Statewide Integrated Traffic Records System (SWITRS) to gauge the type and severity of local collisions. Based on data collected between 2009 and 2013, the top bicycle and pedestrian collision corridors are Clayton Road, Concord Avenue, Monument Boulevard, and Willow Pass Road, all of which pass through the Monument Corridor.\textsuperscript{105}

The collision reports suggest that the primary factors in bicycle-involved collisions include, but are not limited to, automobile right-of-way violations, bicyclists traveling on the wrong side of the road, improper turning, and driving or bicycling under the influence.\textsuperscript{106} The majority of pedestrian collisions occur when motorists violate a pedestrian’s right-of-way. This happens most often when pedestrians are in a crosswalk crossing an intersection.\textsuperscript{107}


\textsuperscript{105} Ibid. pp. A-12

\textsuperscript{106} Ibid. pp. A-14

\textsuperscript{107} Ibid. pp. A-17
Figure 5-5  Bike Collisions within and adjacent to Study Area (2010 – 2015) SWITRS Data (UC Berkeley (2019) Transportation Injury Mapping System)
Figure 5-6 Pedestrian Collisions within and adjacent to Study Area (2010 – 2015) SWITRS Data (UC Berkeley (2019) Transportation Injury Mapping System)
Table 5-4  Top Bicycle and Pedestrian Collisions, City of Concord

<table>
<thead>
<tr>
<th>Street</th>
<th>Bicycle Collisions</th>
<th>Pedestrian Collisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clayton Road</td>
<td>41</td>
<td>43</td>
</tr>
<tr>
<td>Concord Boulevard</td>
<td>22</td>
<td>20</td>
</tr>
<tr>
<td>Monument Boulevard</td>
<td>36</td>
<td>17</td>
</tr>
<tr>
<td>Willow Pass Road</td>
<td>34</td>
<td>18</td>
</tr>
</tbody>
</table>

As stated in the 2018 CBPP, CCTA and the City of Concord are committed to regularly monitoring the transportation network to observe bicycle and pedestrian injuries. These monitoring efforts will be used to refine existing policies and approaches.

**MOBILITY GAPS**

Mobility gaps were identified from information presented in the Existing Conditions report, input from the stakeholder interviews, public survey responses, and feedback shared at the Open House event. A sampling of the collective feedback is interspersed with direct quotations within the text analysis below. The described mobility gaps were subsequently grouped into categories that helped scope a broader framework of challenges and provided the basis for recommended strategies.

**Infrastructure**

Monument Corridor residents and stakeholders perceive the multimodal transportation network as hard to navigate because connections between modes are not always straightforward or easy to access.

“We need a transit center where all routes meet”

Certain infrastructure gaps along Monument Boulevard are also perceived as causing a negative impact on the walking experience. These elements include the lack of a robust tree canopy or other type of structures that can protect pedestrians and provide shade. Walking under the sun was described as unpleasant or uninviting during warm days, when temperatures in Concord can rise enough to discourage people from walking. Moreover, there was a perception of sidewalks falling short on maintenance and proper management. Additionally, the typical width of Monument Boulevard significantly impacts distance and the amount of time pedestrians spend in the crosswalk as they make their way from one sidewalk to another. Crossing Monument Boulevard was described as an unfriendly experience for pedestrians, and the street design seems to privilege driving over active transportation.

“There is a lack of good pedestrian crossings on Monument”

Walking conditions were also described as unfavorable around residential neighborhoods and secondary streets. Vehicles that avoid main streets and boulevards in Concord and use residential areas as through streets frequently disregard speed limits. Consequently, intersections are perceived as unsafe areas to some pedestrians. Additionally, the lighting infrastructure does not always adequately serve pedestrians, especially during wintertime when sunset is earlier, and people cannot rely on natural sunlight to make their way to their destination. Students engaged in after school activities seem to be a population significantly concerned about this infrastructure...
gap, particularly those students who need a safe route from school to the closest public transportation option when school buses are not available anymore.

The bicycle infrastructure within the study area was also identified as an important infrastructure gap. Protected bike lanes were hinted as the predominant unattended need of people who bike as a mode of transportation, but also for leisure. Current painted bike lanes do not seem to offer a protected enough space to make biking along Monument Boulevard a safe experience. There is also a perception of an inadequate or incomplete bicycle network, where bike lanes do not always connect origins with destinations, which demands people who bike to merge with car traffic at some points of their route, and not all bicycle users feel safe sharing lanes with larger moving vehicles. Monument Boulevard has several variations of width, which are also perceived as unsafe to people who bike, as they can result in unexpected movements and turns of cars.

“Bike lane ends at a scary intersection. We need protected bike lanes to connect to the rest of the bike network”

“We need protection and not just paint”

Safety

Collisions data for road safety identify right-of-way violations, improper turns, and driving under the influence as the most common risky behaviors of drivers. Additionally, people who bike and walk are disproportionately more affected by crashes than car drivers and public transportation users. According to Streetsblog USA fatalities rose 10% and pedestrian deaths increased 4% nationally while traffic fatalities overall fell 1% in 2018. On the other hand, certain behaviors from people cycling, such as travelling on the wrong side of the road are considered unsafe. Overall, an incomplete adoption of road safety standards, especially by car drivers who themselves represent the greatest risk, creates an unsafe road environment that could be improved.

“We need better crosswalks for children attending Ygnacio Valley Elementary school across Oak Grove Road and Chalomar.”

“Visibility of crosswalk is poor. Drivers do not yield to walkers and bikers. There is not a pedestrian/cyclist first safety culture.”

“Crossing at Monument and Ericksen is highly dangerous. The light doesn’t stop left hand traffic and the drivers are not paying enough attention to stop or slow down. We have had 1 employee get hit by a car, and countless other (including pregnant employees) almost get hit in the cross-walk.”

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Transit frequency and schedules

Residents of Concord, as well as people who visit this area and also participated in outreach events, recognize that the current transportation alternatives offered are not flexible enough and do not allow them to reach their destinations easily. Additionally, the low frequency of the local bus network is not adequate for afterschool activities, forcing students to find alternative and less efficient ways to go back home from school.

Information

There is a perception that there is not enough multi-lingual information and assistance available. Spanish-speaking community members, in particular, voiced this concern, as they reportedly do not easily find information in their preferred language. This concern does not accurately reflect the actual multi-lingual information availability of the transportation system, yet this perception persists among Spanish-speaking users, and could be addressed through more focused outreach and marketing of transportation mobility information.

“Reloading Clipper is a challenge for people who don’t speak English”

Similarly, there is a lack of familiarity with Clipper Card benefits and usage, and public transit users wish to make the most out of this payment method, particularly as connections become significantly more expensive to those without this type of card.

“We need more education about Clipper”

Finally, senior citizens and veterans report having a hard time finding public transit information for routes and schedules, particularly when this information is only available on digital and online formats.

Costs

Certain groups believe fares are too high. This is particularly relevant among low-income populations and other vulnerable groups who heavily rely on public transportation and who spend a significant portion of their income on transportation. Dependency on public transportation is relatively high, as 16% of the study area population does not have access to a car or a drivers’ license.

“Bus doesn’t serve youth; it is too expensive”

As ride hailing options, such as Uber and Lyft, have increased in popularity, they have also made it easier for people to reach locations that are disconnected from public transportation. However, the prices of these services are considered too high for the local population. Therefore, they generally appear to serve the needs of more affluent populations who do not own a car or choose not to drive, rather than the needs of those who rely heavily on public transportation.

Paratransit

Users and potential users of the paratransit services believe the eligibility application process can be bureaucratic and feel overwhelming. They stated there is a need for workshops and opportunities to understand how to apply for this service and who it is intended for.
Current users also indicated that this service is less flexible than other transportation services, as it requires users to book trips in advance.
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6  RECOMMENDED STRATEGIES

EVALUATION

Throughout September and October 2019 both the Project Working Group and Steering Committee worked with the project team to develop and prioritize strategies to meet the transportation gaps identified in previous existing conditions reporting and feedback submitted during the public outreach phase. The PWG reviewed and commented on draft strategies on September 24, 2019.

The project team refined the strategies, then developed and tested a prioritization matrix to help rank the strategies. The four criteria were:

- Community Benefit
- Transportation Benefits
- Financial
- Implementation

Committee members were asked to score projects 1-5 on each criteria, with 1 being the lowest score and 5 being the highest. The cumulative scores for each of the four criteria were then averaged to record a total average score for each recommended strategy. The evaluation matrix and criteria are included in Appendix E.

On October 16, 2019, the Steering Committee met to prioritize the strategies vetted by the PWG; the latter group was also invited and asked to participate in the prioritization exercise. The results of this exercise are shown in Table 6-1, below, which shows recommended strategies in order of highest to least priority. Strategies should be implemented as appropriate funding becomes available and may be implemented incrementally.

Based on the average prioritization scores, strategies can be grouped into Tier 1 and Tier 2. The distinction between these tier categorizations is described in greater detail below as well.
TABLE 6-1 Results of CBTP Advisory Committees’ Strategy Prioritization & Tier 1 and Tier 2 Strategy Categorization

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TIER 1</strong></td>
<td></td>
</tr>
<tr>
<td>Safe Routes to School Improvements: Walkway improvements; bicycle school bus, low-stress bikeways, transit youth passes, mobility education</td>
<td>4.4</td>
</tr>
<tr>
<td>Transit Improvements: Multilingual information at transit stops/on vehicles</td>
<td>4.1</td>
</tr>
<tr>
<td>Infrastructure Improvements: Improve intersections, enhanced crossings at specific distances, and traffic signal coordination; sidewalk gaps and consolidation of commercial driveways; bus stop amenities</td>
<td>4.0</td>
</tr>
<tr>
<td>Subsidized transit passes</td>
<td>4.0</td>
</tr>
<tr>
<td>Transit: Increasing Frequency and Weekend Service</td>
<td>3.7</td>
</tr>
<tr>
<td>Bicycle Infrastructure: Bikeshare, separated bikeways; &quot;bike kitchens&quot;</td>
<td>3.6</td>
</tr>
<tr>
<td>Travel Training/Orientation: Multilingual and/or senior training; use of ride hailing; Transit Ambassador program; install wayfinding signage</td>
<td>3.5</td>
</tr>
<tr>
<td>Volunteer Driver Program, Traditional and TRIP Model</td>
<td>3.1</td>
</tr>
<tr>
<td><strong>TIER 2</strong></td>
<td>1.8</td>
</tr>
<tr>
<td>Subsidized Taxi/Ride Hailing Programs</td>
<td></td>
</tr>
<tr>
<td>Automobile Access: Low-income carshares; vanpools; ZEVs; low-cost/subsidized purchase/loan or maintenance/insurance</td>
<td>1.8</td>
</tr>
</tbody>
</table>

**RECOMMENDED TRANSPORTATION STRATEGIES (TIER 1)**

Community-identified solutions were evaluated using the criteria referenced above. Tier 1 strategies are those which achieved high scores (4-5) in the following criteria: transportation benefit, community support, and can be implemented in stages or have a low total cost. For these reasons, Tier 1 strategies are considered more likely to be successfully implemented. Tier 2 strategies may rank high in one or more categories, but may serve very few people, be prohibitively expensive, or may be difficult to implement. The Tier 1 strategies recommended for further consideration are described in the following sections; Tier 2 strategies are also described briefly at the end of this chapter.

In addition, for each of the strategies, possible sponsoring agencies or organizations are suggested, and possible sources of funding are also identified. As noted in Chapter 2, MTC created the Lifeline Transportation Program in 2005 to fund transportation projects in low-income communities across the Bay Area. A Lifeline project must address existing transportation gaps and fund certain programs: fixed-route bus service, transit stop improvements, pedestrian and bicycle access, and transportation services for children and seniors. Fund sources for the Cycle 5 Lifeline Transportation Program include State Transit Assistance (STA), and Federal Transit Administration (FTA) Section 5307 Urbanized Area Formula funds. Projects may also be eligible for funding through One Bay Area Grant Program (OBAG), Active Transportation,

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Safe Routes to School Improvements

- Walkway improvements
- Bicycle school bus
- Low-stress bikeways
- Transit youth passes
- Mobility education

Concord has been actively supporting a local Safe Routes to School (SR2S) Program to make it easier, safer, and more enjoyable to walk or bike to school. The program consists of constructing bicycle and pedestrian infrastructure, in-classroom bicycle and pedestrian safety education, encouragement programs and contests to promote walking and biking. The City should continue its SR2S program, including applying for grant funding to construct further school-related infrastructure improvements.

Strategy: Walkway Improvements

This strategy recommends reviewing existing bus stops and the pedestrian infrastructure around them, including nearby crosswalks, sidewalks, curb ramps, traffic signals, etc., to catalog those which need improvement, and then making the changes necessary to make all stops accessible. Potential improvements would be identified to make it safer and easier to walk to transit, and bus stops would be considered for relocation or potential elimination if they were poorly located or spaced too close together.

Implementation of this strategy benefits County Connection, since stops that are safely accessible, and which are placed in convenient locations, may encourage higher ridership. The number of riders benefiting from this strategy can’t be determined until a survey of stops is done. Implementation of this strategy may require significant funding, depending on the nature of improvements.

Potential Sponsoring Agencies: Mt. Diablo Unified School District, City of Concord, County Connection

Potential Funding Sources: Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Safe Routes to School Program, Measure J

Estimated Cost: $125,000 - $180,000 per block

Timeframe: Medium (3-4 years)

Strategy: Walking School Bus/Bicycle Train

Safety is one of the most common reasons parents who live within walking or bicycling distance to school are reluctant to allow their children to walk to school. Providing adult supervision may
help reduce those worries for families. Two ways to help alleviate parents’ concerns are to encourage parents to start a walking school bus or a bicycle train.

**Potential Sponsoring Agencies:** Mt. Diablo Unified School District, City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Safe Routes to School Program, Measure J

**Estimated Cost:** $60,000 - $90,000 annually

**Timeframe:** Short (1-2 years)

**Strategy: Low-stress Bikeways**

Community outreach indicated interest in improving bicycle safety and wayfinding through Monument Corridor streets around schools. Adding and improving bike lanes will help guide bicyclists and alert cars to their presence. Bicycle network improvements should be targeted towards several different street segments with a goal of enhancing the City’s network of bicycle facilities to provide continuous access to key destinations in and beyond the Monument Corridor.

**Potential Sponsoring Agencies:** Mt. Diablo Unified School District, City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Safe Routes to School Program, Measure J

**Estimated Cost:** $15,000 - $30,000 per improvement

**Timeframe:** Short – Medium (1-4 years)

**Strategy: Transit Youth Passes**

Outreach indicated community support for a discounted transit pass program for youth for CCCTA, BART, and other bus services. Such a program could help improve the mobility and transit use of youth who have difficulty affording transit fares. Community groups, such as the Monument Impact, youth groups, or local churches, could secure funding to purchase passes in bulk from CCCTA, BART, or other transit agencies and distribute them to youth. Alameda County has a student transit pass program and could provide helpful background.

**Potential Sponsoring Agencies:** Community organizations, Mt. Diablo Unified School District, City of Concord, CCTA/TRANSPAC

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Safe Routes to School Program, Measure J

**Estimated Cost:** $30,000 - $180,000 depending on number of passes and level of subsidy

**Timeframe:** Short (1-2 years)

**Strategy: Mobility Education**

Low-income students and their parents are particularly dependent on transit, but sometimes are not aware of routes, schedules, and fares. Especially for Spanish-speaking populations and families without internet access, personal travel support is often provided on an informal basis by friends and staff at local schools. This “school as resource” phenomenon could be improved and formalized by providing a dedicated space at schools to provide transportation information to families.
This strategy recommends creating transportation information centers at schools, with up-to-date materials in English and Spanish including local and intercity transit information and maps, car sharing bulletin boards, school carpool matching services, walking or biking programs, and, potentially, internet access for adults. In addition, materials should be distributed through flyers sent home with students. Another potential element of a school-based program might be to survey families at the start of the year to find out how the students are getting to school, and what needs are not being met.

This strategy would benefit families with school age children in the study area. Implementation would be in partnership with the schools, which might be asked to provide a small physical space for materials, and to distribute information through flyers sent home with students.

**Potential Sponsoring Agencies:** Mt. Diablo Unified School District, City of Concord, County Connection

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Safe Routes to School Program, Measure J

**Estimated Cost:** $45,000 - $90,000 for map production and installation depending on number of locations and type of information kiosk. $6,000 – $9,000 annually in maintenance and updating costs.

**Timeframe:** Short (1-2 years)

**Transit Improvements — Multilingual information at transit stops/on vehicles**

**Strategy: Multilingual Information at Transit Stops/on Vehicles**

Participants in community outreach events said that they were unaware of where to find information on transit services. User-friendly marketing and useful public information are key elements of a successful effort to encourage potential riders to use public transit and to learn more about the transportation options available to them.

County Connection currently provides extensive multilingual information, so presumably the issue is not lack of availability of informational materials, but rather inadequate penetration into the communities that were included in the outreach effort. The agency already adopts many marketing techniques – additional funding to expand these activities may be required to further their reach.

There are multiple groups which can be identified for focused marketing activities. These include current riders, seniors, youth/students, non-English speakers, and agency representatives who can share the information with those they serve. Examples of agencies include medical facilities, religious institutions, residential facilities, senior centers, social service agencies, and other support organizations. Whenever possible, efforts to market transit services can be coordinated with social services, medical services, and the business community.

**Potential Sponsoring Agencies:** County Connection, CCTA/TRANSPAC

**Potential Funding Sources:** Lifeline Transportation Program (LTP), Measure J
**Estimated Cost:** $45,000 - $90,000 for map production and installation depending on number of locations and type of information kiosk. $6,000 – $9,000 annually in maintenance and updating costs.

**Timeframe:** Short (1-2 years)

### Infrastructure Improvements

- **Improve intersections, enhanced crossings at specific distances, and traffic signal coordination**
- **Sidewalk gaps and consolidation of commercial driveways**
- **Bus stop amenities**

A variety of pedestrian and bike-related infrastructure concerns were raised throughout the outreach process.

#### Strategy: Improve Intersections, Enhanced Crossings at Specific Distances, and Traffic Signal Coordination

Intersections pose challenges to bicyclists/pedestrians, including long crossing distances, uncontrolled free right-turn movements. Bike lane treatments at intersections are inconsistent. The City should consider evaluating and improving selected signalized intersections (for example, intersections with a history of bicycle-pedestrian-motor vehicle conflict, intersections located near schools, intersections adjacent to major transit stops and centers). In particular, the City should review intersections along streets with bike lanes, and restripe bike lanes, when necessary, so that they are located to the left of right turn lanes.

**Potential Sponsoring Agencies:** City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Active Transportation, Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

**Estimated Cost:** $125,000 - $180,000 per intersection

**Timeframe:** Medium (3-4 years)

#### Strategy: Sidewalk Gaps and Consolidation of Commercial Driveways

There was a strong interest in improved pedestrian facilities including safer roadway crossings and slower traffic speeds. Broken and misaligned sidewalks, and commercial driveways were also a significant concern expressed.

**Potential Sponsoring Agencies:** City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Active Transportation, Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

**Estimated Cost:** $10,000 - $15,000 per block
**Timeframe:** Medium (3-4 years)

**Strategy: Bus Stop Amenities**

Adding bus stop amenities is both relatively inexpensive and popular within the community as a very tangible improvement in the quality of the public transit experience. Although the solution does not necessarily improve origin-to-destination mobility in the community, it improves the experience of using transit service which can in turn encourage increased use of transit. The program can be incrementally reduced or expanded depending on available resources.

**Potential Sponsoring Agencies:** County Connection

**Potential Funding Sources:** Ad agencies, Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

**Estimated Cost:** $5,000 - $30,000 per stop

**Timeframe:** Short – Medium (1-4 years)

**Subsidized Passes and Transfers**

Outreach indicated community support for a discounted transit pass program for CCCTA, BART, and other bus services. Such a program could help improve the mobility of specific populations who do not have access to a car and have difficulty affording transit fares. Community groups, such as Monument Impact, the Concord Senior Center, youth groups, or local churches, could secure funding to purchase passes in bulk from CCCTA, BART, or other transit agencies and distribute them to their constituents.

**Potential Sponsoring Agencies:** Community organizations

**Potential Funding Sources:** Lifeline Transportation Program (LTP), Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J

**Estimated Cost:** $30,000 - $180,000 depending on number of passes and level of subsidy

**Timeframe:** Short (1-2 years)

**Transit: Increasing Frequency and Weekend Service**

Expanding transit frequency and weekend service would allow better access to and from jobs, after-school programs for students, recreational activities, religious services, and evening classes. Note that federal transit funding requirements stipulate increasing the hours for fixed-route scheduled bus service would mandate a corresponding increase in paratransit hours, which was another request from the public. However, the greatest challenge for increased frequency is a lack of funding, since this strategy will require both additional transit vehicles and revenue hours.

**Potential Sponsoring Agencies:** County Connection

**Potential Funding Sources:** Lifeline Transportation Program (LTP), Measure J

**Estimated Cost:** $500,000 - $2,500,000

**Timeframe:** Short – Medium (1-4 years)
Bicycle Infrastructure

- Bikeshare
- Separated bikeways
- "Bike Kitchens"

**Strategy: Bikeshare**

A number of cities in the Bay Area have implemented bikeshare programs through Bay Wheels, a subsidiary of ride-hailing firm Lyft. The system is expected to expand to 7,000 bicycles around 540 stations in San Francisco, Oakland, Berkeley, Emeryville, and San Jose. Concord, on behalf of the Monument Corridor area, could reach out to Bay Wheels and private providers to gauge the feasibility of stationing docked or dockless bicycles in the Study Area.

**Potential Sponsoring Agencies:** CCTA/TRANSPAC, City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Active Transportation, Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

**Estimated Cost:** $120,000 - $180,000 annually depending on program design

**Timeframe:** Short (1-2 years)

**Strategy: Separated Bikeways**

Community outreach indicated interest in improving bicycle safety and wayfinding through Monument Corridor streets by creating separated bikeways. Adding and improving bike lanes will help guide bicyclists and alert cars to their presence. Bicycle network improvements should be targeted towards several different street segments with a goal of enhancing the City’s network of bicycle facilities to provide continuous access to key destinations in and beyond the Monument Corridor.

**Potential Sponsoring Agencies:** Mt. Diablo Unified School District, City of Concord

**Potential Funding Sources:** Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Active Transportation, Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

**Estimated Cost:** $15,000 - $30,000 per improvement

**Timeframe:** Short – Medium (1-4 years)

**Strategy: "Bike Kitchens"**

As an example, the San Francisco Bike Kitchen teaches people of all ages and backgrounds how to repair bicycles. Operating as a cooperative shop, it provides affordable ways to acquire and maintain a bike, encourages re-use and recycling, and works with community groups to get more people on bicycles. Participants pay a day-use fee or become a member sliding scale or volunteer hours). This gives access to tools and advice from volunteer mechanics.
Potential Sponsoring Agencies: CCTA/TRANSPAC, City of Concord

Potential Funding Sources: Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Active Transportation, Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J, Concord Transportation Impact and In-Lieu Parking Fees

Estimated Cost: $120,000 - $180,000 annually depending on program design

Timeframe: Short – Medium (1-4 years)

Travel Training/Orientation

- **Multilingual and/or senior training; Use of ride hailing; Transit Ambassador program**
- Install wayfinding signage

Participants noted that members of the community might benefit from a variety of travel training options, including access to multilingual materials, using ride-hailing services, ambassador programs, and better wayfinding signage.

Strategy: Multilingual and/or senior training; Use of ride hailing; Transit Ambassador program

Non-English-speaking riders expressed a need for better information on bus services, including route schedules. Strategies include ensuring all materials are available in English and Spanish and prioritizing future hiring of bilingual staff who can answer questions on the phone.

Travel training can be developed to include instructions on ride hailing and other options. Trainings can be in the form of workshops or “train the trainer” programs in which representatives from senior centers or other social service organizations are trained. Trainings can also be developed to address the needs of non-English speakers.

A transit ambassador is an individual who rides transit during a designated period, providing navigational advice and assistance to any rider who needs it.

It would be advisable to join forces with another travel training program serving a larger portion of Contra Costa County.

Potential Sponsoring Agencies: County Connection, CCTA/TRANSPAC, City of Concord

Potential Funding Sources: Lifeline Transportation Program (LTP), Measure J

Estimated Cost: $50,000 - $100,000 annually for a larger geography

Timeframe: Short – Medium (1-4 years)

Strategy: Install Wayfinding Signage

Adding wayfinding signage is both relatively inexpensive and popular with the community as a very tangible improvement in the quality of the public transit experience. Although the solution does not necessarily improve mobility in the community, it improves knowledge of transportation options. The program can be incrementally reduced or expanded depending on resources.

Potential Sponsoring Agencies: CCTA/TRANSPAC, City of Concord
Potential Funding Sources: Lifeline Transportation Program (LTP), One Bay Area Grant Program (OBAG), Complete Streets, Measure J, Concord Transportation Impact and In-Lieu Parking Fees

Estimated Cost: $3,000 - $30,000 per location depending on signage needed

Timeframe: Short (1-2 years)

Volunteer Driver Program, Traditional and TRIP Model

Volunteer Driver Programs provide agency funding for volunteer drivers to provide transportation to friends, family members, or neighbors. The drivers can be reimbursed at a per-mile rate and may be organized to provide service to specific customers (e.g., seniors, people with disabilities, or limited income) or to the general public. These trips are often for critical needs such as medical and nutrition, and are for passengers who need more support than other types of transportation offered.

Asking friends and family is a simple and often-used solution to transportation problems, but for those who regularly need to make repeated trips, continually asking others for rides can begin to feel like an imposition. While paying others helps to alleviate this sense of obligation, it can also be expensive for regular trips. The TRIP model is an example of a program where riders can reimburse drivers – friends or family members – and then the riders are reimbursed by a sponsoring agency. The program is designed to limit liability and administration costs of the sponsoring agency, while providing 24/7 transportation to any destination by trusted members of one’s own community. It is designed as a flexible model that can be adopted within a community. Marin Transit is currently employing this model through their STAR and TRIP volunteer driver programs.¹¹⁰

Potential Sponsoring Agencies: CCTA/TRANSPAC, City of Concord

Potential Funding Sources: Lifeline Transportation Program (LTP), 5310 Enhanced Mobility of Seniors and Individuals with Disabilities, Measure J

Estimated Cost: $90,000 - $180,000 annually depending on program design

Timeframe: Short – Medium (1-4 years)

RECOMMENDED TRANSPORTATION STRATEGIES (TIER 2)

Subsidized Taxi/Ride Hailing Programs

This project would provide subsidized taxi/ride hailing (e.g. Uber/Lyft) service as an alternative transportation option for transit-dependent residents of the Monument Corridor. Because bus service in Concord is limited late at night and on weekends, subsidized access to taxis/ride hail is a potential solution for filling key transportation gaps.

Service would be made available to qualified individuals for trips supplementing their regular travel options. While the program could be used for regular commuting, generally these programs are intended for occasional use such as when a car has broken down or is otherwise not available, when it is necessary to work late and transit is not available, or when other types of emergencies arise. Service from Concord to nearby regional centers including Martinez, Pleasant Hill, and Walnut Creek may be comparatively expensive. Costs for administering the program must also be considered. The cost of providing service will vary based on the level of discount provided through the program and the number of trips/subsidy made available.

Potential Sponsoring Agencies: CCTA/TRANSPAC, City of Concord

Potential Funding Sources: Lifeline Transportation Program (LTP), Measure J

Estimated Cost: $50,000 - $150,000 depending on number of trips and level of subsidy

Timeframe: Short – Medium (1-4 years)

Automobile Access: Low-income carshares; vanpools; ZEVs; low-cost/subsidized purchase/loan or maintenance/insurance

Improved access to car share services for low-income individuals could provide an important complement to enhanced transit services and facilities by providing a new mobility option and improved access to essential destinations such as medical facilities, grocery stores, and other services. Car sharing could be subsidized by employers or local agencies, and would be appropriate for short errands in the community. Car sharing could be modeled on or operated by GetAround or another, similar vendor.

Many people must sometimes rely on cars for transportation; for low-income households, acquiring a car is often difficult or altogether impossible with available financial resources (or lack thereof). A low cost auto loan program would make it easier for those with low incomes to get access to a car. Of the auto-focused solutions, this is less cumbersome to implement than some of the others and it addresses a number of the transportation criteria.

Other communities implementing car share services focused toward low-income individuals have documented barriers to users’ program eligibility, such as lack of a driver’s license, poor credit history, and lack of a checking account. Language barriers can also inhibit participation when information is produced solely in English. To overcome barriers related to program design, agencies implementing low-income car share programs have moved away from credit check and security deposit requirements, or have subsidized deposits.
CalWORKs is a public assistance program that provides cash aid and services to eligible families that have a child(ren) in the home. The program serves all 58 counties in the state and is operated locally by county welfare departments.111

Potential Sponsoring Agencies: CalWORKs

Potential Funding Sources: Lifeline Transportation Program (LTP), Bay Area Air Quality Management District (BAAQMD) Transportation Fund for Clean Air (TFCA), Measure J

Estimated Cost: $10,000 - $2,000,000 depending on level of subsidy

Timeframe: Medium (3-4 years)

APPENDIX A
Stakeholder Interview Protocol
APPENDIX B

Surveys
APPENDIX C

Survey Graphics to Committees
APPENDIX E
Strategy Prioritization Criteria
Monument Corridor
Community-Based Transportation Plan
Draft Final Plan – Appendices

December 2019
APPENDIX A

Stakeholder Interview Protocol
CONCORD COMMUNITY-BASED TRANSPORTATION PLAN INTERVIEW GUIDE

Stakeholder Interview Guide

Interviews were conducted with a range of stakeholders that represent diverse and unique perspectives. An overview of the categories of interviewees and draft questions are listed in the matrix below. (The highlighted questions are those considered highest priority, but there was enough flexibility to allow the interviewer to adjust the discussions.) More detailed interview questions were developed for specific individuals; these questions were intended to serve as a guide.

Stakeholder/Organizational Categories:

A. Public Agencies and Service Providers, Elected Officials
   - Including: County Connection, La Clinica, Concord Senior Center, Schools, Concord Veterans Center, Councilmember, Supervisor

B. Non-Governmental Organizations
   - Including: Monument Impact, Monument Crisis Center, First 5, Bike Concord, St. Francis or St. Agnes church, COCOKIDS, Independent Living Resources

C. Business
   - Including: Chamber of Commerce

Draft Interview Questions and Category

Before starting with these questions, we introduced ourselves and the project, explaining the purpose of the community-based transportation plan, the fact that one was done for the Monument Corridor about a decade ago, and we wish to update the information from there and incorporate new technology that has been employed in transportation since that time.

<table>
<thead>
<tr>
<th>Question Category</th>
<th>Draft Stakeholder Questions</th>
<th>Interview Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>What’s working well?</td>
<td>When thinking about the key populations in this study (people with disabilities, seniors and low-income residents), what aspects of transportation and mobility in the Monument Corridor work well today? (Prompts: easy to get around by car, destinations that transit serves, accessible transit/paratransit, quality of bike facilities, pedestrian infrastructure, legibility of information, etc.)</td>
<td>X X X</td>
</tr>
<tr>
<td></td>
<td>How does the Concord transportation network currently support your organization’s clients/members/participants?</td>
<td>X X X</td>
</tr>
<tr>
<td>Question Category</td>
<td>Draft Stakeholder Questions</td>
<td>Interview Category</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>What are the opportunities?</td>
<td>How can mobility and transportation be improved in Concord to provide the things the key populations want most? (Prompts: increased paratransit service, multimodal connections between specific destinations, walking/biking/transit access to downtown, more transit/free shuttle service, bike/ped facilities, more affordable options, carshare or bikeshare programs, new mobility services, better wayfinding and information, safety, etc.)</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>What are the opportunities to improve access and connections to transit, specifically? (Prompts: first/last mile, bike/ped, bike share connections, car share, shuttles, TNC availability)</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>What are the opportunities to make it easier and safer to walk, bike, or roll in the Monument Corridor? (Prompts: sidewalks, bike paths, safe crossings, lighting, signals)</td>
<td>X</td>
</tr>
<tr>
<td>What are the barriers?</td>
<td>What are the barriers to making the improvements you are suggesting? (Prompts: funding, political support, land use, etc.)</td>
<td>X</td>
</tr>
<tr>
<td>What are common destinations?</td>
<td>What are some of the common destinations that residents wish to access but may have problems doing so?</td>
<td>X</td>
</tr>
<tr>
<td>What are the priorities?</td>
<td>What should the City of Concord’s top priority for transportation be with regard to serving the key populations?</td>
<td>X</td>
</tr>
<tr>
<td>Other</td>
<td>What are the most promising avenues for increasing revenue and/or reducing costs?</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Are there any major regional projects that you would like to see in the future? (Prompts: big ticket items like BART extensions, new roadways...etc.)</td>
<td>X</td>
</tr>
</tbody>
</table>
APPENDIX B
Surveys
Survey for the Monument Corridor Community-Based Transportation Plan

The Contra Costa Transportation Authority (CCTA), in coordination with the City of Concord, is conducting a study to find out how to improve transportation services for residents in the Monument Corridor.

*Input from the Monument Corridor community is very important and appreciated!*

Please take a few minutes to fill out this survey and return it to the person who gave it to you, or you can also take the survey online at: www.surveymonkey.com/r/MonumentCBTP. Please only fill out the survey once and return by **July 31, 2019**.

If you have any questions or need assistance filling out this survey, please contact Naomi Armenta at 510-506-7586 or narmenta@nelsonnygaard.com.

A. How do you travel?
1. How do you usually get around? (Check all that apply.)
   - Walk/Roll
   - Monument Shuttle
   - Bus/BART
   - Bicycle
   - Paratransit
   - Drive
   - Get a ride
   - Uber/Lyft
   - Other

2. Name three destinations which are currently hard for you to reach (e.g. job, grocery shopping, parks and recreation, school and daycare, medical and health care appointments, social services, religious center, etc).
   - List the destination type and name the specific locations that are hard to reach.
   - Destination 1 (Type & specific location)
   - Destination 2 (Type & specific location)
   - Destination 3 (Type & specific location)
   - No difficulty reaching destinations

B. Identify Transportation Needs
1. Which transportation problems are the most serious for you?

C. For EACH type of transportation listed below, identify up to THREE issues that you think most need improvement and would improve mobility for you and/or members of your household.

1. **MONUMENT SHUTTLE**
   - I do not take the bus. If not, why not?
   - No improvement needed
   - If you do take the Shuttle, check up to THREE issues that most need improvement & location where it applies.
     - Buses running according to schedule
     - More service available (days, times, shorter wait time, etc.)
     - Transfers to other transit (Which lines?)
     - Bus stop comfort and/or safety (Which bus stops?)
     - Need for more information and access to information (maps, schedules, etc.)
     - Other

2. **BUS/BART**
   - I do not take the bus or BART. If not, why not?
   - No improvement needed
   - If you do take the bus or BART, check up to THREE issues that most need improvement & location where it applies.
     - Cost of transportation
     - Transit running according to schedule (Which lines?)
     - More service available (days, times, shorter wait time, etc.)
     - Transfers between other transit services (Which lines?)
     - Bus stop and/or station comfort and/or safety (Please specify.)
     - Need for more information and access to information (maps, schedules, etc.)
     - Other

3. **WALKING & ROLLING**
   - No improvement needed
   - If you do have concerns about walking and/or rolling, check up to THREE issues that most need improvement & location where it applies.
     - Crossing the street (enough time, no signals, no crosswalks) (Which streets?)
     - Lack of sidewalks or curb ramps (Which streets?)
     - Pavement quality, obstacles, lack of resting spots (Where?)
     - Safety (What kind of concerns, and where?)
     - Other
4. DRIVING
Do you have a car available to drive?
☐ Always ☐ Usually ☐ Sometimes ☐ Never
☐ Prefer not to drive
If you have a car available but do not always drive, why not? (Check all that apply)
☐ Legal restrictions
☐ Cost of fuel
☐ Cost of vehicle maintenance and repairs
☐ Cost of driver insurance
☐ Road/pavement conditions (Where?)
☐ Traffic congestion (When and where?)
☐ Other

5. BIKING
☐ I don't ride a bicycle. If not, why not?
☐ No improvement needed
If you do bicycle, check up to THREE issues that most need improvement & location where it applies.
☐ Lack of bicycle paths (Where?)
☐ Safety on turns, intersections, etc. (Where and why?)
☐ Safety of bike paths (Where and why?)
☐ Theft and vandalism of bicycles (Where?)
☐ Other

6. PARATRANSIT (Transportation for people with disabilities which prevent their use of buses.)
☐ I don't ride paratransit ☐ No improvement needed
If you do ride, check up to THREE most important needs in paratransit.
☐ Reliable service, arrives and drops off on time
☐ Hours of service
☐ Cost
☐ Customer service, drivers and schedulers
☐ Information, well-publicized, easy to understand
☐ Other

7. OTHER Please describe any other transportation issues or needs in your neighborhood. (Please be as specific as possible.)

D. What would be the most important transportation improvement you would want for the Monument Corridor?

E. Please tell us about yourself:
1. What is your residential ZIP code? 
What is your neighborhood? (or major intersection near your house)
2. Are you: ☐ Employed full-time ☐ Employed part-time ☐ A student ☐ Unemployed ☐ Retired
3. Do you have a driver’s license? ☐ Yes ☐ No
4. Do you use a smartphone? ☐ Yes ☐ No
5. What is the primary ethnicity you identify with? ☐ Hispanic/Latino ☐ African American ☐ White ☐ Asian
☐ Other ☐ Decline to answer
6. What is your age?
7. What is your annual household income?
☐ Under $10,000 ☐ $10,000 - $24,999 ☐ $25,000 - $49,999 ☐ $50,000 - $74,999 ☐ $75,000 or more
8. Do you have difficulty using transportation because of a disability? ☐ Yes ☐ No
9. Primary language spoken at home: ☐ English ☐ Spanish ☐ Other

F. Keep in touch!
If you would like to receive information about this project, please fill in your contact information below:
Name ____________________________ Phone ____________________________
Email ____________________________

Thank you for your time.
Encuesta para el Plan de Transporte Basado en la Comunidad del Corredor en la Monument

La Autoridad de Transporte de Contra Costa (CCTA), en coordinación con la Ciudad de Concord, está realizando un estudio para averiguar cómo mejorar los servicios de transporte para los residentes en el Corredor de la Monument.

Los aportes de la comunidad en el Corredor de la Monument son muy importantes y apreciados!

Tómese unos minutos para completar esta encuesta y devuélvala a la persona que se la dio, o también puede hacerlo en línea: www.surveymonkey.com/r/MonumentCBTP-espanol. Por favor solo complete la encuesta y una vez terminada, regresársela antes del 31 de Julio, 2019.

Si tiene alguna pregunta o necesita ayuda para completar esta encuesta,
Por favor contactar a Naomi Armenta al 510-506-7586 o naumenta@nelsonnygaard.com.

A. Como se transporta?
1. ¿Cómo suele movilizarse? (Marque todo lo que corresponda.)
   - Caminar/Trotar
   - Microbús en la Monument
   - Autobús/BART
   - Bicicleta
   - Programa de transporte
   - Vehicular
   - Un aventón
   - Uber/Lyft
   - Otro _______________________

2. Nombre tres destinos que actualmente son difíciles de alcanzar (por ejemplo, trabajo, compras, parques y recreación, escuela y guardería, citas médicas y de salud, servicios sociales, centro religioso, etc.).
   (Liste el tipo de destino y nombre las ubicaciones específicas que son difíciles de alcanzar.)
   - Destino 1 (Tipo y ubicación específica) _______________________
   - Destino 2 (Tipo y ubicación específica) _______________________
   - Destino 3 (Tipo y ubicación específica) _______________________
   - Sin dificultad para llegar a destinos.

B. Identificar las necesidades de transporte
1. ¿Qué problemas de transporte son los más graves para usted?

C. Para CADA tipo de transporte que se enumera a continuación, identifique hasta TRES problemas que cree que necesitan mejoras y que ayudarán a una mejor movilidad para usted y/o los miembros de su hogar.

1. MICROBUS EN LA MONUMENT
   - No tomo el microbús. Si es no, porque no? _______________________
   - No se necesita mejorar
   - Si toma el servicio de traslado, consulte hasta TRES problemas que más necesitan mejora y ubicación donde corresponde.
   - Microbuses en funcionamiento según horario _______________________
   - Más servicios disponibles (días, tiempos, tiempos de espera más cortos, etc.) _______________________
   - Traslados a otro tránsito (¿Qué líneas?) _______________________
   - Comodidad y/o seguridad en las paradas de microbús (¿Cuáles paradas de microbús?) _______________________
   - Necesidad de más información y acceso a la información (mapas, horarios, etc.) _______________________
   - Otro _______________________

2. AUTOBUS/BART
   - No tomo el autobús ni el BART. Si es no, porque no? _______________________
   - No se necesita mejorar
   - Si toma el autobús o BART, verifique TRES problemas que más necesitan mejoras y ubicación donde corresponde.
   - Costo de transporte _______________________
   - Tránsito en ejecución de acuerdo a la programación (¿Qué líneas?) _______________________
   - Más servicios disponibles (días, tiempos, tiempos de espera más cortos, etc.) _______________________
   - Transferencias entre otros servicios de tránsito (¿Qué líneas?) _______________________
   - Parada de autobús y/o comodidad y/o seguridad de la estación (por favor especifique) _______________________
   - Necesidad de más información y acceso a la información (mapas, horarios, etc.) _______________________
   - Otro _______________________

3. CAMINANDO Y/O TROTSANDO
   - No se necesita mejorar
   - Si tiene inquietudes acerca de caminar y/o trotar, consulte las TRES problemas que más necesitan mejoras y ubicación donde corresponde.
   - Cruzando la calle (tiempo suficiente, sin señales, sin cruces) (¿Qué calles?) _______________________
   - Falta de aceras o rampas de acera (¿Qué calles?) _______________________
   - Calidad del pavimento, obstáculos, falta de puntos de descanso (¿Dónde?) _______________________
   - Seguridad (¿Qué tipo de preocupaciones, y dónde?) _______________________
   - Otro _______________________
4. VEHICULAR
¿Tiene un coche disponible para conducir?
☐ Siempre  ☐ Generalmente  ☐ Algunas veces  ☐ Nunca
☐ Prefiero no conducir

Si tiene un automóvil disponible pero no siempre conduce, ¿por qué no? (Marque todo lo que corresponda)
☐ Restricciones legales
☐ Costo del combustible
☐ Costo de mantenimiento y reparación de vehículos
☐ Costo del seguro del conductor
☐ Condiciones del camino / pavimento (¿Dónde?)
☐ Congestión de tráfico (¿Cuándo y dónde?)
☐ Otro

5. BICICLETA
☐ No ando en bicicleta ¿Si es no, porque no?
☐ No se necesita mejorar

Si hace bicicleta, revise hasta TRES problemas que necesitan mejoras y ubicación donde corresponde.
☐ Falta de senderos para bicicletas (¿Dónde?)
☐ Seguridad en giros, intersecciones, etc. (¿Dónde y por qué?)
☐ Seguridad en los carriles de bicicleta (¿Dónde y por qué?)
☐ Robo y vandalismo de bicicletas (¿Dónde?)
☐ Otro

6. PROGRAMA DE TRANSPORTE (Transporte para personas con discapacidad que evitan el uso de los autobuses.)
☐ Yo no uso el Programa de Transporte  ☐ No se necesita mejorar

Si viaja, verifique las TRES necesidades más importantes en el Programa de Transporte.
☐ Servicio confiable, llega y sale a tiempo
☐ Horas de servicio
☐ Costo
☐ Servicio al cliente, choferes y programadores
☐ Información, bien publicitada, fácil de entender
☐ Otro

7. OTRO Describa cualquier otro problema o necesidad de transporte en su vecindario. (Por favor sea lo más específico posible.)

D. ¿Cuál sería la mejora de transporte más importante que desearía para el Corredor de la Monument ?

E. Por favor, cuéntenos acerca de usted:
1. ¿Cuál es su código postal residencial? 
¿Cuál es su barrio? (o intersección importante cerca de su casa)

2. Es Usted:  ☐ Empleado de tiempo completo  ☐ Empleado a tiempo parcial  ☐ Estudiante  ☐ Desempleado  ☐ Retirado

3. ¿Tienes licencia de conducir?  ☐ Sí  ☐ No

4. ¿Utiliza teléfono inteligente?  ☐ Sí  ☐ No

5. ¿Con qué etnia primaria se identifica?  ☐ Hispano / latino  ☐ Afroamericano  ☐ Blanca  ☐ Asiática
☐ Otro ____________________  ☐ Negarse a contestar

6. ¿Cuál es su edad? ____________________

7. ¿Cuál es su ingreso anual?
☐ Menos de $10,000  ☐ $10,000 - $24,999  ☐ $25,000 - $49,999  ☐ $50,000 - $74,999  ☐ $75,000 o más

8. ¿Tiene dificultades para usar el transporte debido a una discapacidad?  ☐ Sí  ☐ No

9. Idioma primario hablado en casa:  ☐ Inglés  ☐ Español  ☐ Otro ____________________

F. ¡Manténganse en contacto!
Si Usted desea recibir información sobre este proyecto, complete la información de contacto a continuación:
Nombre ____________________
Correo Electrónico ____________________ Teléfono ____________________

Gracias por su tiempo.
APPENDIX C
Survey Graphics to Committees
SURVEY HIGHLIGHTS

Mode Share Preferences

<table>
<thead>
<tr>
<th>Mode</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drive</td>
<td>86%</td>
</tr>
<tr>
<td>Walk/Roll</td>
<td>39%</td>
</tr>
<tr>
<td>Bus/BART</td>
<td>36%</td>
</tr>
<tr>
<td>Bicycle</td>
<td>24%</td>
</tr>
<tr>
<td>Uber/Lyft</td>
<td>18%</td>
</tr>
<tr>
<td>Get a ride</td>
<td>5%</td>
</tr>
<tr>
<td>Monument Shuttle</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>1%</td>
</tr>
</tbody>
</table>

Do you take the Monument Shuttle?

- Yes: 7%
- No: 93%

Do you take bus/BART?

- Yes: 63%
- No: 37%

SURVEY HIGHLIGHTS

Does the walking and/or rolling environment need to be improved?

- Yes: 84%
- No: 16%

Does paratransit service need to be improved?

- Yes: 79%
- No: 21%

Do you have a car available to drive?

- Always: 81%
- Sometimes: 5%
- Never: 7%
- Prefer not to drive: 7%

Do you have a bicycle?

- No: 50%
- Yes: 50%
DEMOGRAPHICS

Age Distribution

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 5</td>
<td>9%</td>
</tr>
<tr>
<td>5 to 19</td>
<td>21%</td>
</tr>
<tr>
<td>20 to 44</td>
<td>43%</td>
</tr>
<tr>
<td>45 to 64</td>
<td>16%</td>
</tr>
<tr>
<td>65-80</td>
<td>8%</td>
</tr>
<tr>
<td>80+</td>
<td>2%</td>
</tr>
</tbody>
</table>

Poverty Status

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 200% of the Poverty Level (2017)</td>
<td>55%</td>
</tr>
<tr>
<td>At or Above 200% of the Poverty Level</td>
<td>45%</td>
</tr>
<tr>
<td>Population for whom poverty status is determined</td>
<td>26,753</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$44,614</td>
</tr>
<tr>
<td>(2013-2017 5 Year ACS)</td>
<td></td>
</tr>
</tbody>
</table>

MOBILE PHONE AND PAYMENT ACCESS – OPEN HOUSE

Mobile phone

- Smart phone: 93%
- Flip phone: 7%

Favorite payment method for transportation

- Cash: 31%
- Credit Card: 13%
- Debit Card: 17%
- Apple Pay/Google Pay: 17%
- Clipper: 22%
APPENDIX D

Open House Boards
DESTINATIONS & DIFFICULTIES

Please show us:

- [ ] Where you go regularly
- [ ] Where you have trouble getting to
DESTINOS Y DIFICULTADES

Por favor muéstrenos:

- ¿A dónde va regularmente?
- ¿Dónde tienes problemas para llegar?

- FoodMaxx
- Monument Plaza
- 99 Ranch Market
- Oak Grove Plaza
- Concordia School
- Costco Wholesale
- Concord City Hall
- La Morenita Market
- Bancroft Elementary
- Pleasant Hill Plaza
- La Clinica Monument
- Cambridge Elementary
- Crossroads High School
- Carondelet High School
- De La Salle High School
- Oak Grove Middle School
- Willows Shopping Center
- Loma Vista Adult Center
- Las Montañas Supermarket
- Sunvalley Shopping Center
- Woodside Elementary School
- Crossroads Shopping Center
- Diablo Community Day School
- Fair Oaks Elementary School
- Countrywood Shopping Center
- Pleasant Hill Plaza
- Sun Valley Plaza
- Meadow Homes Elementary School
- Concord Senior Citizens Center
- Concord BART
- North Concord BART
- Pleasant Hill BART
- Study Area
- BART Station
- City of Concord
- BART Rail
- Medical Facility
- Community Facility
- School
- Grocery Store/Shopping Center

Data Sources: Contra Costa County, Metropolitan Transportation Commission, ESRI
<table>
<thead>
<tr>
<th>BARRIER</th>
<th>Stickers/Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost (Transit, Paratransit, Driving, Biking)</td>
<td></td>
</tr>
<tr>
<td>Bus Doesn't Go Where I Want</td>
<td></td>
</tr>
<tr>
<td>Bus Takes Too Long</td>
<td></td>
</tr>
<tr>
<td>BART Takes Too Long</td>
<td></td>
</tr>
<tr>
<td>Paratransit Doesn't Offer Same-Day Service</td>
<td></td>
</tr>
<tr>
<td>Poor Sidewalks (Uneven Surface, Missing, No Curb Ramps)</td>
<td></td>
</tr>
<tr>
<td>Cannot Find Info In Language I Need</td>
<td></td>
</tr>
</tbody>
</table>

Select up to 4 barriers and put a sticker or note next to each one.
# PLAN DE TRANSPORTE BASADO EN LA COMUNIDAD DEL CORREDOR DE LA MONUMENT

## OBSTÁCULOS DE VIAJE

Seleccione hasta 4 obstáculos y ponga una etiqueta engomada o nota al lado de cada casilla.

### OBSTÁCULOS

<table>
<thead>
<tr>
<th>Etiqueta engomada / Comentarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>El autobús no va donde quiero</td>
</tr>
<tr>
<td>El autobús tarda demasiado</td>
</tr>
<tr>
<td>El Tren del BART toma demasiado tiempo</td>
</tr>
<tr>
<td>El autobús no funciona cuando lo necesito</td>
</tr>
<tr>
<td>El Programa de Transporte no ofrece servicio el mismo día</td>
</tr>
<tr>
<td>Aceras peatonales pobres (superficie irregular, falta de acera, sin rampas)</td>
</tr>
<tr>
<td>No puedo encontrar información en el idioma que necesito</td>
</tr>
<tr>
<td>Otro</td>
</tr>
</tbody>
</table>

### Etiquetas

<table>
<thead>
<tr>
<th>Etiqueta engomada / Comentarios</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costo (Tránsito, Programa de Transporte, Vehicular, ciclismo)</td>
</tr>
<tr>
<td>La seguridad (tránsito, programa de transporte, vehicular, ciclismo)</td>
</tr>
<tr>
<td>Parada de autobús demasiado lejos</td>
</tr>
<tr>
<td>El autobús no funciona cuando lo necesito</td>
</tr>
<tr>
<td>El tren del BART no funciona cuando lo necesito</td>
</tr>
<tr>
<td>El tiempo de viaje no es seguro</td>
</tr>
<tr>
<td>No hay acceso vehicular</td>
</tr>
<tr>
<td>Otro</td>
</tr>
</tbody>
</table>

### Diagrama

DRAFT
What kind of mobile phone do you have?

- No mobile phone
- Flip phone
- Smart phone

What's your favorite payment method for transportation?

- Cash
- Credit Card
- Debit Card
- Clipper Card
- Apple Pay/Google Pay

Stickers/Comments
¿Qué tipo de teléfono móvil tiene?

- No tengo teléfono móvil
- Teléfono con tapa
- Teléfono inteligente

¿Cuál es su método de pago favorito para el transporte?

- Efectivo
- Tarjeta de Crédito
- Tarjeta de Débito
- Tarjeta de Viajero
- Pago en Apple/Pago en Google
Select up to 4 improvements and put a sticker or note next to each one.

- Improve Transit Connections to Social Services
- Improve Bus Stops (Benches, Coverings, Schedule Info)
- Expand Bicycle Access
- Downtown Safety Improvements for Biking & Walking
- Improve Transit Connections to Social Services
- Improve Transit Connections to Social Services
- Improve Transit Connections to Social Services
- Improve Transit Connections to Social Services
- Expand Weekday Bus Frequency
- Vehicle Access Assistance (Carshare, License, Maintenance, Insurance Costs, etc.)
- Improve Bicycle Facilities (Lanes, parking)
- Improve Sidewalk Quality/Continuity
- New On-Demand/ Shuttle Service
- Expand Weekend Bus Service
- Hybrid/Electric Vehicle Access Assistance (Trade-In, Purchase, Battery Charger)
- Downtown Safety Improvements for Biking & Walking
- Other
PLAN DE TRANSPORTE BASADO EN LA COMUNIDAD DEL CORREDOR DE LA MONUMENT

MEJORAS
Seleccione hasta 4 mejoras y ponga una etiqueta engomada o nota al lado de cada casilla.

1. Mejorar las conexiones de tránsito a los servicios sociales
2. Mejorar las paradas de autobús (bancos, revestimientos, información de horarios)
3. Ampliar el acceso de vehículos (Auto compartido, licencia, mantenimiento, costos de seguro, etc.)
4. Mejorar la calidad / continuidad de la acera
IMPROVEMENTS

Select up to 4 improvements and put a sticker or note next to each one.

1. Improve Public Amenities (Benches and Green Spaces)
2. Smart phone training to access mobility information
3. Subsidized Smart Phone
4. Transit Fare Subsidies
5. Payment Assistance for Bicycles
6. Assistance Finding Multi-Lingual Information
7. Trip Planning Assistance/Transit Training
8. Discounts on Rideshare Services
9. Vehicle/Loan Payment Assistance
10. Other

MONUMENT CORRIDOR COMMUNITY-BASED TRANSPORTATION PLAN

DRAFT
## PLAN DE TRANSPORTE BASADO EN LA COMUNIDAD DEL CORREDOR DE LA MONUMENT

### MEJORAS

Selezione hasta 4 mejoras y ponga una etiqueta engomada o nota al lado de cada casilla.

<table>
<thead>
<tr>
<th>MEJORAS</th>
<th>STICKERS/COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mejorar los servicios públicos (bancos y espacios verdes)</td>
<td></td>
</tr>
<tr>
<td>Capacitación sobre el uso de teléfonos inteligentes para acceder a información de movilidad</td>
<td></td>
</tr>
<tr>
<td>Teléfono inteligente subsidiado</td>
<td></td>
</tr>
<tr>
<td>Subsidios de tarifa de tránsito</td>
<td></td>
</tr>
<tr>
<td>Asistencia para el pago de vehículos / préstamos</td>
<td></td>
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<tr>
<td>Asistencia para encontrar información multilingüe</td>
<td></td>
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<tr>
<td>Asistencia para planificación de viaje / Capacitación de tránsito</td>
<td></td>
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<tr>
<td>Descuentos en servicios de viaje compartido</td>
<td></td>
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<tr>
<td>Asistencia para planificación de viaje / Capacitación de tránsito</td>
<td></td>
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<tr>
<td>Asistencia para el pago de vehículos / préstamos</td>
<td></td>
</tr>
<tr>
<td>Otros</td>
<td></td>
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</tbody>
</table>
Show us areas (intersections, streets, corners) that are unsafe.
AREAS PROBLEMÁTICAS

Muéstranos áreas (intersecciones, calles, esquinas) que no sean seguras.

Data Sources: Contra Costa County, Metropolitan Transportation Commission, ESRI
Por favor muéstrenos/Please show us:

¿A dónde va regularmente? Where do you go regularly?

¿Dónde tienes problemas para llegar? Where do you have trouble getting to?
Muéstranos áreas (intersecciones, calles, esquinas) que no sean seguras. Show us areas (intersections, streets, corners) that are unsafe.
OBSTÁCULOS DE VIAJE

Selezione hasta 4 obstáculos y ponga una etiqueta engomada o nota al lado de cada casilla.

**OBSTÁCULOS**

- La seguridad (tránsito, programación, vehicular, ciclismo)
- Parada de autobús demasiado lejos
- El autobús no funciona cuando lo necesito
- El tren del BART no funciona cuando lo necesito
- El tiempo de viaje no es seguro
- No hay acceso vehicular
- Acrasas peatonales pobres (superficie irregular, falta de acera, sin rampas)
- No puedo encontrar información en el idioma que necesito
- El Programa de Transporte no ofrece servicio en el mismo día
- El Tren del BART toma demasiado tiempo
- Autobús no va a donde quiero
- El autobús tarda demasiado

**Otra Etiqueta engomada / Comentarios**

- Etiqueta engomada / Comentarios
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**Etiqueta engomada / Comentarios**

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- Etiqueta engomada / Comentarios
PLAN DE TRANSPORTE BASADO EN LA COMUNIDAD DEL CORREDOR DE LA MONUMENT

MEJORAS

Seleccione hasta 4 mejoras y ponga una etiqueta engomada o nota al lado de cada casilla.

1. Mejorar los servicios públicos (bancos y espacios verdes)
2. Capacitación sobre el uso de teléfonos inteligentes para acceder a información de movilidad
3. Telefono inteligente subsidiado
4. Subsidios de tarifa de tránsito
5. Asistencia de pago para bicicletas
6. Asistencia para el pago de vehículos / préstamos
7. Asistencia para planificación de viaje / Capacitación de tránsito
8. Asistencia para encontrar información multilingüe
9. Descuentos en servicios de viaje compartido
10. Los autos no están para cuando gusta ir de una esquina a otra

Otros
Select up to 4 improvements and put a sticker or note next to each one.

- **Improvement 1**: "Menu most Shuttle is great for some.
- **Improvement 2**: "Not enough scheduled bus pick-up times at 7xth St.
- **Improvement 3**: "On major streets, greened bicycle lanes are needed.
- **Improvement 4**: "Shuttle service like the interests in the Philippines are needed."
PLAN DE TRANSPORTE BASADO EN LA COMUNIDAD DEL CORREDOR DE LA MONUMENT

SELECCIONE HASTA 4 MEJORAS Y PONGA UNA ETIQUETA ENGOMADA O NOTA AL LADO DE CADA CASILLA.

MEJORAS

- Mejorar las conexiones de tránsito a los servicios sociales
- Ampliar la ruta y ser más segura
- Mejorar las paradas de autobuses (bancos, revestimientos, información de horarios)
- Ampliar el acceso a bicicletas
- Mejorar la calidad / continuidad de la acera
- Supervisar las calles por personas que no respeten las zonas verdes o arboles
- Mejorar la frecuencia de autobuses e semana
- Asistencia de acceso de vehículos (Auto compartido, licencia, mantenimiento, costos de seguro, etc.)
- Nuevo servicio a pedido / Microbús
- Asistencia de acceso para vehículos híbridos / eléctricos (carro, compra, cargador de batería)
- Otros

Queso en jerga escolares de todo Concord

Tal vez algunas escuelas para toda el corredor de la monument gratis

NO HAY SERVICIOS DE CAMINAR, NEMO SISTEMAS

Las calles de los bicicletas necesitan y se mantengan limpias
<table>
<thead>
<tr>
<th>TECNOLOGÍA / TECHNOLOGY</th>
<th>¿Qué tipo de teléfono móvil tiene?</th>
<th>¿Cuál es su método de pago favorito para el transporte?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No tengo teléfono móvil</td>
<td>Don't have a phone</td>
<td>More education about Clipper</td>
</tr>
<tr>
<td>No mobile phone</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teléfono con tapa</td>
<td>Flip phone</td>
<td></td>
</tr>
<tr>
<td>Teléfono inteligente</td>
<td>Smart phone</td>
<td></td>
</tr>
<tr>
<td>Efectivo</td>
<td>Cash</td>
<td></td>
</tr>
<tr>
<td>Tarjeta de Crédito</td>
<td>Credit Card</td>
<td></td>
</tr>
<tr>
<td>Tarjeta de Débito</td>
<td>Debit Card</td>
<td></td>
</tr>
<tr>
<td>Tarjeta de Viajero</td>
<td>Clipper Card</td>
<td></td>
</tr>
<tr>
<td>Pago en Apple/Google App</td>
<td>Apple/Google Pay</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX E

Strategy Prioritization Criteria
TRANSPORTATION STRATEGY EVALUATION CRITERIA

The following criteria are proposed as a guide for evaluating strategies, recommended by the public, by stakeholders and by the consultant, based on the transportation gaps identified in this Community-Based Transportation Plan (CBTP). The order of presentation does not correspond to order of importance—no one category is considered more important than the others.

These criteria may also be used to evaluate projects resulting from the strategies arrived at through this process, and the criteria below use the terms “strategy” and “project” interchangeably. In evaluating projects, specific funding requirements for particular sources are also considered. As a result, projects meeting these requirements might be ranked higher than those that do not.

There are four groups of evaluation criteria: financial, implementation, transportation benefit, and community benefit criteria.

Financial Criteria

Cost: Is the overall cost within a range that can realistically be funded with available sources, taking into account MTC funds, grants from the private or public sector or user fares/fees?

Cost per beneficiary: A broad range of a small to a large number of beneficiaries is compared to the cost of a program. For example, even though a program’s total cost is low, if it reaches very few people it might still have a high cost per beneficiary. This would not necessarily eliminate a strategy from consideration if it ranked highly on other criteria including those listed under “Transportation Benefits Criteria” and “Community Benefit Criteria.” Similarly, even though a program’s total cost is high, if it reaches many people it might still have a low cost per beneficiary.

Funding availability and sustainability: To the degree possible, strategies and related projects should have stable sources of funding to cover match requirements. In the case of pilot, demonstration, or capital projects, there should be reasonable likelihood of continued funding for operations. It is recognized that continued funding can never be guaranteed, as it is subject to budget processes, as well as decisions and priorities of funders.

Leveraging resources: It is desirable for strategies and projects to help tap into other funding sources, especially new sources not previously available. Displacing existing funding is discouraged.

Implementation Criteria

Implementation time frame: Strategies that will produce results quickly are preferred, as long as they are also sustainable. Projects with long-term payoffs should have some form of measurable accomplishments in the short run.

Staging: Strategies that can be implemented in stages will receive a higher score.

Coordination: Strategies that involve coordination, for example multiple organizations working together to address a need, may be desirable.

Transportation Benefits Criteria

Number of problems and trip types: Strategies that address multiple problems and serve multiple customer groups and trip purposes are preferred.
Number of beneficiaries: In general, improvements that benefit many people are preferred to those that benefit few. However, the needs of relatively small groups might be considered particularly critical based on criteria under the heading “Community.”

Underserved needs: Projects are preferred that address gaps left by other services rather than duplicating, overlapping with, or competing with other services. Note that the relative importance of various needs is a matter for local priorities as addressed under “Community Benefits.”

Measurable benefits: As much as possible, there should be ways to measure how a strategy is benefiting target groups (low-income residents, seniors, veterans, people with disabilities), whether in terms of numbers of people served, numbers of trips provided, improved measures of service quality, etc.

Community Benefit Criteria

Community support: Community support may take the form of formal endorsement by organizations and individuals, support by elected governing bodies, a potential project sponsor (“champion”) with staff, vehicles, resources and connections to adopted plans to carry out the strategy. Input from community outreach and stakeholder interviews conducted this past summer will be taken into account.

Acceptability: While a strategy may look good “on paper”, there may be more subtle reasons – for example, cultural, practical, or financial – that would result in it not being successful if implemented. The strategy must be acceptable to the target population. That is, will the target population actually use this service being offered?

Acute needs: The importance of needs will normally be reflected in community support, but also in priority designation in locally-adopted plans or policies. Acute needs may include needs of small groups who have been left underserved by other programs due to expense or other difficulties.

Underserved groups: Identifiable groups that are not able to use existing services may include people who face language and cultural barriers.
### SUMMARY OF EVALUATION CRITERIA FOR TRANSPORTATION STRATEGIES

<table>
<thead>
<tr>
<th>Evaluation Category</th>
<th>Points</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY BENEFIT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of community support, serves greatest need, serves needs of diverse community, accepted by target population</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High ranking</td>
<td>4-5</td>
<td>High community support and serves greatest need</td>
</tr>
<tr>
<td>Medium ranking</td>
<td>2-3</td>
<td>Moderate community support and serves greatest need</td>
</tr>
<tr>
<td>Low ranking</td>
<td>1</td>
<td>Low community support</td>
</tr>
<tr>
<td><strong>TRANSPORTATION BENEFITS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of beneficiaries, number of problems solved, measurable solutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High ranking</td>
<td>4-5</td>
<td>Large number of residents benefit, addresses multiple concerns, growth potential</td>
</tr>
<tr>
<td>Medium ranking</td>
<td>2-3</td>
<td>Moderate number of residents benefit, addresses multiple concerns</td>
</tr>
<tr>
<td>Low ranking</td>
<td>1</td>
<td>Small number of residents benefit, addresses one concern</td>
</tr>
<tr>
<td><strong>FINANCIAL</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overall cost, cost per beneficiary, funding availability and sustainability (start-up and annual operating and capital)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highest ranking</td>
<td>5</td>
<td>Lowest cost to implement (under $50,000), most cost effective and financially feasible</td>
</tr>
<tr>
<td>High ranking</td>
<td>4</td>
<td>Low cost to implement ($50,000 to $100,000), cost effective and financially feasible</td>
</tr>
<tr>
<td>Medium ranking</td>
<td>3</td>
<td>Medium cost to implement ($100,000 - $250,000), moderately cost effective and feasible</td>
</tr>
<tr>
<td>Low ranking</td>
<td>2</td>
<td>High cost to implement ($250,000 to $750,000), high cost per beneficiary</td>
</tr>
<tr>
<td>Lowest ranking</td>
<td>1</td>
<td>Highest cost to implement (over $750,000), highest cost per beneficiary</td>
</tr>
<tr>
<td><strong>IMPLEMENTATION</strong></td>
<td></td>
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<tr>
<td>Implementation time-frame, staging, and coordination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High ranking</td>
<td>4-5</td>
<td>Short term (1-2 years), or capable of being implemented in stages, potential for community coordination increases likelihood of implementation</td>
</tr>
<tr>
<td>Medium ranking</td>
<td>2-3</td>
<td>Medium term (3-4 years), less coordination potential</td>
</tr>
<tr>
<td>Low ranking</td>
<td>1</td>
<td>Long term (5+ years), may require large costs upfront and/or continual basis (annually, et al), least coordination potential</td>
</tr>
</tbody>
</table>