



NAPA VALLEY TRANSPORTATION AUTHORITY

Board Agenda Memo

TO: NVTA Board of Directors
FROM: Danielle Schmitz, Executive Director
REPORT BY: Rebecca Schenck, Director of Transit
(707) 259-8636 / Email: rschenck@nvta.ca.gov
SUBJECT: Mobility Manager Update

RECOMMENDATION

Information only

COMMITTEE RECOMMENDATION

None

EXECUTIVE SUMMARY

The Accessible Transportation Needs Assessment (ATNA) study identifies barriers to mobility for seniors and individuals with disabilities across Napa County and proposes strategies to enhance equitable and accessible transportation options. The plan was adopted by the NVTA Board in May 2025.

One of the six primary strategies identified under the ATNA was to establish a dedicated mobility manager. The Metropolitan Transportation Commission (MTC) has since drafted guidance entitled "Framework for Designating Mobility Manager in Each County" (Attachment 1). After reviewing this guidance, NVTA plans to utilize one of its existing staff members, in conjunction with Connections Napa Valley, as the Napa County Mobility Manager for a six-month pilot program. This way, NVTA can get a sense of the hours and the skills necessary for a Mobility Manager in Napa County. Throughout the pilot, NVTA will be looking for funding for the long-term Mobility Manager from MTC as well as local sources.

FISCAL IMPACT

None for the six-month pilot program

CEQA REQUIREMENTS**ENVIRONMENTAL DETERMINATION**

The proposed action is not a project as defined by 14 California Code of Regulations 15378 (California Environmental Quality Act (CEQA) Guidelines) and therefore CEQA is not applicable.

BACKGROUND

Mobility management is an approach for organizing and developing transportation services, not through the traditional program-centered approach typically used by public transit and human services transportation programs, but instead, through a more case management centered approach built around the individual seeking transportation services. Mobility management services could cover a wide range of activities, such as travel training, coordinating services between different providers, information and referral services, trip planning, brokerages, and gap service development.

MTC is recommending that each County designate a Mobility Manager. At the same time, Napa County established Connections Napa Valley, which provides a wide range of referrals, resources, and services to Napa County residents with disabilities and to seniors over 60, who are facing life's challenges. Examples include addressing housing issues, food security, transportation, elder abuse, and access to healthcare (<https://connectionsnapacounty.org/>).

As you can see, Connections Napa Valley is serving as a one-stop shop for residents with Seniors and Disabilities for many things, including transportation. The idea for the pilot program would be for Connections Napa Valley to direct calls related to transportation to an NVRTA staff member designated as the Mobility Manager. This staff member will document the number of calls received and the information provided to callers. The Mobility Manager will also document when there are trips that cannot be performed by any Napa County providers to identify the scale of existing gaps in service. This pilot will help NVRTA determine the best way to proceed with a long-term Mobility Manager program.

ALTERNATIVES

None

COUNTYWIDE PLAN GOALS MET BY THIS PROPOSAL

Goal 1: Serve the transportation needs of the entire community regardless of age, income or ability

The Mobility Manager seeks to improve transportation access and mobility for seniors, disabled individuals and others in need of assistance

ATTACHMENT(S)

- 1) Metropolitan Transportation Commission: Framework for Designating Mobility Manger in Each County

Metropolitan Transportation Commission

FRAMEWORK FOR DESIGNATING MOBILITY MANAGERS IN EACH COUNTY

Contact: Drennen Shelton, MTC
dshelton@bayareametro.gov

Process for Transit Transformation Action Plan Action 21

Summary

Under the region's Transit Transformation Action Plan, MTC staff will work with stakeholders around the region to designate one organization or agency per county to act as the county's mobility manager. A mobility manager helps riders access transportation services and works with transit agencies and non-profit transportation providers to better coordinate services. Each county's mobility manager will ensure that information and referral services are provided countywide, ensure that travel training services are available countywide, will ensure that all ADA-paratransit riders are referred to information and referral services, and will report semi-annually on its activities. Mobility managers will report to the county paratransit coordinating council and MTC.

MTC will hold county-based forums around the region this summer and fall to provide information on current and planned mobility management activities and facilitate a discussion of possible organizations and agencies to be designated as mobility manager.

This document provides more details about mobility management in the Bay Area, the process for designating mobility managers, and the roles and responsibilities of mobility managers. This document also provides a draft list of agencies and organizations that will be invited to the county-based meetings. Please provide your feedback on this information to: dshelton@bayareametro.gov.

Introduction

MTC and the region's transit agencies have embarked on initial steps to implement Action 21 of the [Transit Transformation Action Plan](#): "Designate a Mobility Manager to coordinate rides and function as a liaison between transit agencies and other providers in each county, consistent with the [Coordinated Public Transit-Human Services Transportation Plan](#)." Mobility management is an approach for organizing and developing transportation services not through the traditional program-centered approach typically used by public transit and human services transportation programs, but instead, through a more case-management centered approach built around the individual seeking transportation services.

Mobility managers may be non-profit organizations, transit agencies, county transportation authorities, or other government agencies. Mobility management services cover a wide range of activities, such as travel training, coordinating services between different providers, information and referral services, trip planning, brokerages, and gap service development.

Background

The implementation of mobility management to better serve the Bay Area’s transportation-disadvantaged populations has been a priority recommendation since 2007, when the region’s first Coordinated Plan was developed. In February 2013, MTC held a Bay Area-wide summit to create a vision for mobility management for the region. Summit participants represented transit agencies, county transportation authorities, regional centers, independent living centers, MTC and transit agency policy advisors, and MTC Commissioners (Attachment A). Grounded in the recommendations of the 2013 Coordinated Plan and the [Transit Sustainability Project](#), a consensus was reached on a regional definition of mobility management, minimum functions to be included under Bay Area county-based mobility management, and the process to be followed when designating mobility managers. The definition, geographic designation, functions, and designation process have been re-confirmed and updated through the 2018 and 2024 updates to the Coordinated Plan.

Although all counties in the Bay Area have some mobility management services (Attachment B), not all counties have an officially recognized mobility manager. Further, existing functions are not provided countywide in all cases and may not be fully coordinated with existing transportation services. The goal of implementing mobility management under Action 21 is to fill the gaps in mobility management coverage where they exist, to adopt a universal set of best practices for county-based mobility management, and to develop roadmaps for each county to bolster its existing mobility management operations to meet the best practice recommendations where necessary.

Proposed Action 21 Mobility Management Definition, Geographic Designation, Functions, and Designation Process

The following mobility management definition, geographic designation, functions, and designation process are proposed to be used under Action 21.

Regional Definition of Mobility Management

“Mobility management is a strategic, cost-effective approach to encourage the development of services and best practices in the coordination of transportation services connecting people needing transportation to available transportation resources within a community. Its focus is the person — the individual with specific needs — rather than a particular transportation mode.

Through partnerships with many transportation service providers, mobility management enables individuals to use a travel method that meets their specific needs, is appropriate for their situation and trip, and is cost-efficient.”

Geographic Designation

While mobility management can operate in many ways (e.g., organized by city, county, subregion, etc.), Bay Area mobility management is county-based. The designation of

mobility management entities by county not only provides clear, understandable boundaries for both riders and transportation providers, it is also compatible with existing revenue streams. Transportation tax revenues and other county-based funding streams such as health and human services funding is easily accessed by county-based mobility management, while still allowing for access to transportation funds available through city, state, or federal programs.

The county-based mobility management approach is right-sized to stay updated with ever-changing local circumstances (like non-profit agency-provided service and staff changes) while still being responsive to the nuances of local physical and political conditions. A county-based approach should not result in ignoring the realities of intercounty travel needs or result in more siloing but rather is effective for building relationships locally and regionally. Mobility managers should become familiar with basic information about transportation options in adjacent counties and coordinate with one another to facilitate cross-county travel and information sharing. A regional mobility management system would be far less effective and efficient at building the necessary relationships with local stakeholders responding quickly to changing conditions on the ground.

Minimum Required Functions of Mobility Management

Bay Area mobility managers ensure that a range of related activities are carried out, including but not limited to the following three functions:

1. Information and Referral Services:

- Outreach to riders and service providers
- Referrals to transportation services and programs, including public transit services, travel training, and complementary transportation services such as volunteer driver programs, taxi voucher programs, and other community-based services
- Provide a centralized “one call/one click” resource center for riders seeking specialized information about local transportation
- A user-friendly, up-to-date transportation resources database that is available to the public online and in print
- Translations must be available to comply with a county-based Title VI Limited English Proficiency (LEP) four factor analysis
- Information and Referral Services may also include services ranging from a website and database listing resources to a fully customized trip planner, and program eligibility verification

2. Travel Training:

- Services that instruct transportation-disadvantaged populations (people with disabilities, older adults, youth, veterans, and low-income

populations) countywide to travel safely and independently on fixed-route and other transportation services in their community.

- Travel training may also include instructions on web- and app-based transportation services
- Mobility managers do not need to operate travel training services directly but should coordinate with travel training services in their county so that eligible individuals are effectively referred to travel training

3. Coordination and Integration with ADA Paratransit Eligibility Evaluations:

- Work within the ADA paratransit eligibility process to support and encourage applicants and users of ADA paratransit to make use of all transportation resources and not rely solely on paratransit
- Mobility management principals are specifically included in the ADA paratransit eligibility process to ensure that paratransit riders and applicants are made aware of and referred to other transportation services available to them
- Mobility managers do not oversee eligibility functions but instead, is a step within the ADA eligibility process
- This component is consistent with recommendations under agreement preceded by the Transformation Action Plan Action 25: “Adopt Standardized Eligibility Practices for Programs that Benefit People with Disabilities”

Designation Process for a Mobility Manager

MTC will use the following framework to reach consensus on and subsequently designate a mobility manager in each county. The initial period of designation for new mobility managers will be up to three years or longer for renewal designation periods.

MTC will host a countywide forum that will include all applicable and relevant stakeholders, including transit agency staff and board members, county transportation authorities, paratransit coordinating councils (Attachment C), boards of supervisors, non-profit organizations (including federal transportation funding recipients), city departments, county agencies, independent living centers, relevant policy advisory committee members, and MTC Commissioners. Stakeholder lists (Attachment D) will be circulated for input to transit agency partners, paratransit coordinating council chairs, and other leading entities that currently perform or utilize mobility management functions. These leading entities will be invited to collaborate on forum planning.

The forum will:

- Provide background on this planning effort (MTC)

- Provide an overview of past and current mobility management functions within the county (MTC and applicable agencies/organizations)
- Provide an overview of planned mobility management functions for the future (applicable agencies/organizations)
- Facilitate a discussion of possible entities to take the lead as mobility manager (MTC)

Once there is broad agreement on the candidate entity in each county, MTC will use the follow process to designate a mobility manager¹:

- Applicant entity makes the request for designation as the county’s mobility manager with the relevant endorsement of and letters of support from partner agencies within the county.
- MTC notifies the applicable stakeholders (transit agencies, county board of supervisors, paratransit coordinating council, and the county transportation authority) of its intent to designate the applicant as the mobility manager in the county and provide a 30-day period of public comment.
- After the period of public comment, MTC staff evaluates the candidate and its request for consistency with mobility management activities as outlined in the Coordinated Plan.
- MTC's evaluation of mobility manager candidates will consider various factors, including but not limited to:
 - Past mobility manager designations and performance and relevance of activities to the current coordination objectives.
 - The scale of geography covered by designation request.
 - Extent to which the applicant was identified as the result of a countywide process involving relevant stakeholders aimed at improving mobility and transportation coordination for transportation-disadvantaged populations.
 - The applicant's existing and potential capacity and intended plan for carrying out mobility management functions described in the Coordinated Plan.
 - Institutional relationships and support, both financial and in-kind, including evidence of collaboration and coordination efforts with other public and private transportation and human services providers.
- MTC staff develop designation recommendations for review by the Regional Network Management Customer Advisory Group, the Regional Network Management Council, and the Regional Network Management Committee. Recommendations also include a period of designation with the general guidance

¹ This process replicates the process for designating Consolidated Transportation Service Agencies (MTC Resolution 4097).

of three years for an initial designation for new mobility managers and five years or longer for subsequent designation periods.

- Commission considers the designation.
- MTC notifies the applicable transit agencies, county board of supervisors, paratransit coordinating council, the county transportation authority, and the Caltrans Section 5310 office of designation.

Key Considerations for Implementing Mobility Management

There are several key considerations when considering the implementation of mobility management, including but not limited to:

- The extent to which mobility management activities and future plans are based on local planning efforts and gaps analysis that incorporates input from relevant stakeholder partner agencies, and the relative likelihood of success in improving mobility for transportation-disadvantaged populations
- The relevance, scale, and effectiveness of current mobility management activities
- The extent to which functions and planning involves relevant stakeholder agencies who are aiming to improve mobility and coordination for transportation disadvantaged populations
- The extent to which plans and proposals are focused on improving mobility and coordination for transportation-disadvantaged populations
- Institutional relationships with and support from local partner agencies for the mobility manager, both financial and in-kind
- Existing and potential institutional capacity for ensuring that mobility management functions are accomplished

Roles and Responsibilities of Mobility Managers

Once officially designated, mobility managers will advance at least the three minimum required functions countywide: information and referral services, travel training, and coordination and integration of mobility management activities with ADA paratransit eligibility evaluations. The designated mobility manager need not be the entity performing all the functions but should be able to verify that each function is operational and effectively coordinated countywide.

The mobility manager will adhere to and advance key goals and principles for mobility management. These include the following:

- Focus on the individual: Provide services that respond to individual mobility needs and gaps in the county.
- Strengthen coordination: Establish and enhance connections between service providers within the county and neighboring counties.

- Improve accessibility and livability: Create a navigable function for riders to understand transit options available to them.
- Maintain diverse perspectives: Sustain and support services that serve different populations and address various mobility and equity challenges and needs, as well as the needs of partner agencies.
- Continuous engagement: Listen and learn from riders and potential riders of their mobility needs and provide educate and awareness of available services.
- Promote financial sustainability: Improve efficiency and efficacy of services through coordination.
- Ensure safety, security, and satisfaction: Instill confidence in riders to use services safely, regardless of mobility challenges and assist in improving interactions between customers and service providers.

Assessment of Mobility Manager

Because mobility management is wide-ranging and encompasses diverse responsibilities, performance will be assessed based on reports prepared by the mobility manager, which will include both qualitative and quantitative metrics. Potential requirements and metrics are listed below.

1. Mobility managers will prepare reports semiannually summarizing activities performed and their relation to the goals of mobility management.
2. Mobility managers will attend paratransit coordinating council and transit agency advisory committee meetings, make reports, and respond to requests for information.
3. Mobility managers will participate in the Bay Area Regional Mobility Management Group, a regional working group of mobility managers, to share program and service inventories and information, share best practices, and to coordinate across counties.
4. Mobility managers will coordinate with paratransit coordinating councils, transit agencies, and human services transportation providers to inventory existing transportation services and study gaps analysis and prioritizations for future services to better serve transportation-disadvantaged populations.
5. Mobility managers will collect and report the number and disposition of information and referral contacts for information and referral services and for coordinating with ADA paratransit eligibility.
6. Mobility managers will collect and report all relevant data regarding travel training programs within the county, including but not limited to the quantity of trainings, post-training surveys, outreach, and other relevant data.
7. Mobility managers will provide a resources report that describes in detail the budget, funding sources, operating partnerships, staff resources allocated,

services performed, and equipment used in mobility management activities and an analysis of how the expenditure of these resources benefit riders. If the functions are provided by another entity, the mobility manager should work with that entity in collection and reporting.

8. In addition to objective metrics regarding the performance and cost effectiveness of mobility management programs, mobility managers will provide community testimonials in the form of feedback from riders on the impact of mobility management services on their transportation experiences.

As the period of designation ends, MTC and the paratransit coordinating council will evaluate the performance of the mobility manager using the designation criteria. If a re-designation is sought, the same process of designation will be used.

Attachment A

2013 Regional Mobility Management Summit participants

Participant	Affiliation
Adrienne Tissier	MTC/SamTrans
Amy Worth	MTC/County Connection
Annette Williams	SFMTA
Corinne Goodrich	SamTrans
Daryl Halls	Solano Transportation Authority
Dave Cortese	MTC
David Rzepinski	Marin Transit
Dolly Sandoval	MTC Policy Advisory Council
Federico Lopez	MTC Policy Advisory Council
Gillian Gillett	SF Mayor's Office
James Shorter	Golden Gate Regional Center
Jim Spering	MTC/Solano Transportation Authority
Katie Heatley	Outreach and Escort, Inc.
Lee Pullen	Santa Clara SSA Dept. Aging /Adult Services
Marie Marchese	Golden Gate Regional Center
Naomi Armenta	Alameda County Transportation Commission
Pamela Fadem	AC Transit Accessibility Committee
Paul Branson	Marin Transit
Phil Mcguire	Paratransit Inc. (Sacramento)
Rick Ramacier	County Connection
Tom Roberts/Matthew Wilcox	NVTA (formerly NCTPA)
Tyler Hewitt	Becoming Independent
Ben McMullan	Center for Independent Living

Attachment B

Current Mobility Management Activities by County

Alameda County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Ride-On Tri-City!	Ride-On Tri-City!	Ride-On Tri-City! (assist with setting up ADA applications and in-person interviews)
Access Alameda	Center for Independent Living	Access Alameda (all three ADA applications in one place)
Eden I&R (2-1-1)	Community Resources for Independent Living	CIL Community Connections (navigate ADA paratransit application process)
Aging & Disability Resource Connection	LightHouse for the Blind and Visually Impaired	
	City of San Leandro FLEX RIDES	
	Through the Looking Glass	
	United Seniors of Oakland and Alameda County	
	East Bay Paratransit	
	Livermore Amador Valley Transit Authority	

Contra Costa County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
CCTA One-Call One-Click (in progress)	Independent Living Resources	
Way to Go, Contra Costa! booklet and website (Mobility Matters)		
Contra Costa Crisis Center (2-1-1)		
Contra Costa County's Employment & Human Services Department's		

Information & Assistance Helpline		
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Marin County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Marin Access	Marin Access	Marin Access Travel Navigations (assist with ADA applications)
Aging & Disability Resource Connection		
2-1-1 Bay Area		
Aging & Adult Information and Assistance Line and Community Resource Guide		
One Door Marin		

Napa County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
VineGo	Vine Transit Ambassador Program	Molly's Angels (assist with ADA application process)
Molly's Angels		
2-1-1 Bay Area		

San Francisco

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
San Francisco Paratransit Mobility Management Center	San Francisco Paratransit Mobility Management Center	San Francisco Paratransit Mobility Management Center
Aging & Disability Resource Connection		
3-1-1		
2-1-1 Bay Area		

San Mateo County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Peninsula Rides	Peninsula Rides	
Senior Mobility Guide	San Mateo Mobility Ambassadors	

Aging & Disability Resource Connection		
2-1-1 Bay Area		
CID San Mateo Information & Referral		

Santa Clara County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Mobility Assistance Program	Mobility Assistance Program	
VTA Senior Mobility Guide		
2-1-1 Santa Clara		

Solano County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Mobility Call Center	Mobility Call Center	ADA Paratransit Eligibility Center For Solano County; Intercity Taxi Card Program
Aging & Disability Resource Connection		
2-1-1 Bay Area		

Sonoma County

Information and Referral	Travel Training	Coordination with ADA Paratransit Eligibility
Sonoma Access	Santa Rose City Bus Travel Training Program	
Aging & Disability Resource Hub		
United Way Wine Country (2-1-1)		
Accessing Coordinated Care and Empowering Self-Sufficiency (ACCESS)		

Attachment C

Bay Area County Paratransit Coordinating Councils and Host Agencies

County	Committee Name (Host Agency)
Alameda	Paratransit Advisory and Planning Committee (PAPCO) <i>(Alameda County Transportation Commission)</i>
Contra Costa	Contra Costa Paratransit Coordinating Council <i>(Contra Costa Transportation Authority)</i>
Marin	Marin Paratransit Coordinating Council <i>(Marin Transit)</i>
Napa	Napa Paratransit Coordinating Council <i>(Napa Valley Transportation Authority)</i>
San Francisco	San Francisco Paratransit Coordinating Council <i>(San Francisco Municipal Transportation Agency)</i>
San Mateo	San Mateo County Paratransit Advisory Council <i>(SamTrans)</i>
Santa Clara	Committee for Transportation Mobility & Accessibility <i>(Santa Clara Valley Transportation Authority)</i>
Solano	Solano Paratransit Coordinating Council <i>(Solano Transportation Authority)</i>
Sonoma	Transit Paratransit Coordinating Committee <i>(Sonoma County Transportation Authority)</i>

Attachment D

Action 21 Stakeholder Lists by County

Alameda County

Stakeholder Agencies/Organizations	Roles
Alameda County Board of Supervisors	County Supervisors
Alameda County Transportation Commission	Commissioners, Executive Director, and relevant staff
Paratransit Advisory and Planning Committee (PAPCO)(Paratransit Coordinating Council)	Members
Paratransit Technical Advisory Committee (ParaTAC)	Members
East Bay Paratransit Access Committee Advisory Committee	Members
East Bay Service Review Advisory Committee	Members
AC Transit	Board members, General Manager, and relevant staff
BART	Board members, General Manager, and relevant staff
LAVTA	Board members, General Manager, and relevant staff
Union City Transit	City Council, Transit Manager, and relevant staff
BART Accessibility Task Force	Members representing Alameda County
MTC	Commissioners and Policy Advisory Council members representing Alameda County
Community Resources for Independent Living (CRIL)	Executive Director and relevant staff
Center for Independent Living (CIL)	Executive Director and relevant staff
Center for Elders' Independence	Executive directors and relevant staff
Family Bridges, Inc.	Executive directors and relevant staff
Satellite Affordable Housing Associates	Executive directors and relevant staff
Friends of Children with Special Needs	Executive directors and relevant staff

Contra Costa County

Stakeholder Agencies/Organizations	Roles
Contra Costa County Board of Supervisors	County Supervisors
Contra Costa Transportation Authority	Board members, Executive Director, and relevant staff

Contra Costa Paratransit Coordinating Council	Members
East Bay Paratransit Access Committee Advisory Committee	Members
East Bay Service Review Advisory Committee	Members
AC Transit	Board members, General Manager, and relevant staff
BART	Board members, General Manager, and relevant staff
County Connection	Board members, General Manager, and relevant staff
Tri Delta Transit	Board members, General Manager, and relevant staff
WestCAT	Board members, General Manager, and relevant staff
BART Accessibility Task Force	Members representing Contra Costa County
MTC	Commissioners and Policy Advisory Council members representing Contra Costa County
Independent Living Resources of Solano & Contra Costa Counties (ILRSCC)	Executive Directors and relevant staff
Choice in Aging	Executive Director and relevant staff
City of Lafayette Lamorinda Spirit Van Program	Program Director and relevant staff
Mobility Matters	Executive Director and relevant staff
VistAbility	Executive Director and relevant staff
Milestones of Development, Inc.	Executive Director and relevant staff

Marin County

Stakeholder Agencies/Organizations	Roles
Marin County Board of Supervisors	County Supervisors
Transportation Authority of Marin	Commissioners, General Manager, and relevant staff
Marin Paratransit Coordinating Council	Members
Golden Gate Transit Advisory Committee on Accessibility	Members
Marin Mobility Consortium	Members
Marin Transit	Board members, General Manager, and relevant staff
Golden Gate Transit	Board members, General Manager, and relevant staff
MTC	Commissioners and Policy Advisory Council members representing Marin County

Marin Center for Independent Living	Executive Director and relevant staff
Vivalon	Executive Director and relevant staff

Napa County

Stakeholder Agencies/Organizations	Roles
Napa County Board of Supervisors	County Supervisors
Napa Valley Transportation Authority	Board members, General Manager, and relevant staff
Napa Paratransit Coordinating Council	Members
MTC	Commissioners and Policy Advisory Council members representing Napa County
Disability Services & Legal Center (DSLCL)	Executive Director and relevant staff
Molly's Angels	Executive Director and relevant staff
United Cerebral Palsy of the North Bay	Executive Director and relevant staff
Milestones of Development, Inc.	Executive Director and relevant staff

San Francisco

Stakeholder Agencies/Organizations	Roles
San Francisco County Board of Supervisors	County Supervisors
San Francisco County Transportation Authority	Board members, Executive Director, and relevant staff
SFMTA Paratransit Coordinating Council	Members
SFMTA Multimodal Accessibility Advisory Committee	Members
SFMTA	Board members, General Manager, and relevant staff
BART	Board members, General Manager, and relevant staff
BART Accessibility Task Force	Members
MTC	Commissioners and Policy Advisory Council members representing San Francisco
Independent Living Resource Center San Francisco (ILRCSF)	Executive Director and relevant staff
On Lok Senior Health Services	Executive Director and relevant staff
Self-Help for the Elderly	Executive Director and relevant staff

San Mateo County

Stakeholder Agencies/Organizations	Roles
San Mateo County Board of Supervisors	County Supervisors
City/County Association of	Board members, Executive Director,

Governments of San Mateo County	and relevant staff
San Mateo County Transportation Authority	Board members, Executive Director, and relevant staff
San Mateo County Paratransit Advisory Council (Paratransit Coordinating Council)	Members
SamTrans	Board members, General Manager, and relevant staff
BART Accessibility Task Force	Members representing San Mateo County
MTC	Commissioners and Policy Advisory Council members representing San Mateo County
Center for Independence of Individuals with Disabilities (CID)	Executive Director and relevant staff
Peninsula Family Service	Executive Director and relevant staff
Peninsula Jewish Community Center	Executive Director and relevant staff

Santa Clara County

Stakeholder Agencies/Organizations	Roles
Santa Clara County Board of Supervisors	County Supervisors
Santa Clara Valley Transportation Authority	Board members, General Manager, and relevant staff
VTA Committee for Transportation Mobility and Accessibility (Paratransit Coordinating Council)	Members
BART	Board members, General Manager, and relevant staff
BART Accessibility Task Force	Members representing Santa Clara County
MTC	Commissioners and Policy Advisory Council members representing Santa Clara County
Silicon Valley Independent Living Center (SVILC)	Executive Director and relevant staff
Friends of Children with Special Needs	Executive Director and relevant staff
Avenidas	Executive Director and relevant staff
Outreach & Escort, Inc.	Executive Director and relevant staff
Santa Clara County Social Services Agency	Director and relevant staff
West Valley Community Services	Executive Director and relevant staff

Solano County

Stakeholder Agencies/Organizations	Roles
Solano County Board of Supervisors	County Supervisors
Solano Transportation Authority	Board members, Executive Director, and relevant staff
Solano Paratransit Coordinating Council	Members
Solano Consolidated Transportation Services Agency (CTSA) Advisory Committee	Members
Solano County Transit	Board members, Executive Director, and relevant staff
Vacaville City Coach	City Council, Transit Manager, and relevant staff
FAST (City of Fairfield Transit)	City Council, Transportation Manager, and relevant staff
Dixon Read-Ride	City Council, Transit Manager, and relevant staff
Rio Vista Delta Breeze	City Council, Transit Manager, and relevant staff
MTC	Commissioners and Policy Advisory Council members representing Solano County
Independent Living Resources of Solano & Contra Costa Counties (ILRSCC)	Executive Director and relevant staff
Faith in Action Interfaith Volunteer Caregivers of Solano County	Executive Director and relevant staff
Pace Solano	
Milestones of Development, Inc.	

Sonoma County

Stakeholder Agencies/Organizations	Roles
Sonoma County Board of Supervisors	County Supervisors
Sonoma Transportation Authority	Board members, Executive Director, and relevant staff
Sonoma Transit-Paratransit Coordinating Committee (Paratransit Coordinating Council)	Members
Sonoma County Transit	Transit Manager and relevant staff
Petaluma Transit	City Council, Transit Manager, and relevant staff
Santa Rosa CityBus	City Council, Deputy Director, and relevant staff
Santa Rosa CityBus Paratransit Users Group	Members

MTC	Commissioners and Policy Advisory Council members representing Sonoma County
Disability Services & Legal Center (DSLCL)	Executive Director and relevant staff
AgeWell PACE	Executive Director and relevant staff
Becoming Independent	Executive Director and relevant staff
Catholic Charities of the Diocese of Santa Rosa	Program Director and relevant staff
County of Sonoma, Human Services Department Adult and Aging Division	Director and relevant staff
Vintage House Senior Multi-purpose Center of Sonoma Valley	Executive Director and relevant staff
United Cerebral Palsy of the North Bay	Executive Director and relevant staff