



# PARATRANSIT, INC. BOARD OF DIRECTORS' MEETING

## Meeting Date and Time:

June 19, 2023 at 6:00 p.m.

## Meeting Location:

Ron Brown Conference Center  
2501 Florin Road  
Sacramento, CA 95822

If you need a disability-related modification or accommodation to participate in this meeting, please contact by Voice: (916) 429-2009. Requests must be made as early as possible.

Members of the public may submit public comments via eComment by email at [publiccomment@paratransit.org](mailto:publiccomment@paratransit.org).

**Paratransit's Mission:** To expand mobility and accessibility by providing innovative programs and services to the Community.

## AGENDA

### 1. Call to Order & Roll Call: (3 minutes)

Directors: Alves, Burrows, Hume, Kimble, Tucker, White

### 2. Pledge of Allegiance (3 minutes)

### 3. Public Comment: (10 minutes)

Each person will be allowed three minutes, or less if a large number of requests are received on a particular subject. After ten minutes of testimony, the Chair may choose to hear any additional testimony following the Discussion Items.

Please note, under the provisions of the California Government Code, the Board is prohibited from discussing or taking action on any item that is not on the agenda. The Board cannot take action on non-agendized items raised under “Public Comment” until the matter has been specifically included on the agenda. Those audience members who wish to address a specific agendized item are encouraged to offer their public comments during consideration of that item.

**4. Staff Reports (15 minutes)**

- A. CEO Report
  - a. Update on Activities and Contracts
  
- B. CFO Report
  - a. Monthly Financial Report

**5. Presentations (10 minutes)**

- A. Presentation on Community Based Shuttles (Tiffani Fink, Chief Executive Officer)

**6. Consent Calendar (5 minutes)**

- A. Approve the Minutes of the April 17, 2023 Board of Directors’ Meeting
  
- B. Adopt Resolution 05-23 Authorizing the Chief Executive Officer (CEO) to Submit the Transportation Development Act (TDA) Claim for Fiscal Year 2023-24 and Authorizing Submittal of Subsequent Claims if Funding Revisions are Issued
  
- C. Adopt Resolution 06-23 Approving Amendments to the Paratransit, Inc. Drug and Alcohol Testing Policy

**7. Closed Session - Announce Adjournment to Closed Session (30 minutes)**

- A. Conference with Real Property Negotiators Pursuant to Government Code § 54956.8 (30 minutes)  
Property: 7141 Woodbine Avenue Sacramento, CA  
Agency Negotiator: Tiffani Fink, Chief Executive Officer  
Negotiating Parties: Urban Elements and Fulcrum Property  
Under Negotiation: Price and Terms of payment

**8. Reconvene to Open Session and Report Action, if any taken (5 minutes)**

**9. Action Items (50 minutes)**

- A. Adopt Resolution 07-23 Adopting the Paratransit, Inc. Fiscal Year 2023-24 Operating and Capital Budget
- B. Adopt Resolution 08-23 Approving the FY 24-28 Business Development and Strategic Plan
- C. Discussion of Meeting Time and Agenda Items for the August 2023 Board Retreat and Staff Appreciation BBQ
- D. Discussion of Board Size and Board Member Recruitment Process for Calendar Year 2024

**7. Board Comments/Reports/Future Agenda Items (5 minutes)**

**8. Adjourn (1 minute)**

The next meeting of the Paratransit Board of Directors will be held on

**August 21, 2023**  
**TBD**

**Paratransit, Inc.**  
**Ron Brown Conference Center**  
**2501 Florin Road**  
**Sacramento, CA 95822**

\*Staff Reports are subject to change without prior notice.

### **ADA COMPLIANCE**

If requested, this agenda can be made available in appropriate alternative formats to persons with disabilities, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Chief Administrative Officer at (916) 429-2009 for further information.



**Paratransit, Inc.**  
**Board of Directors Staff Report**  
**Agenda Item 4A**

**AGENDA TITLE:** Chief Executive Officer's Report

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Tiffani M. Fink, Chief Executive Officer

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**PARTNERSHIPS AND OPPORTUNITIES:**

I will provide an overview of our on-going partnerships, grants, contracts and new programs and upcoming opportunities during my oral report and PowerPoint presentation at the Board meeting.

As always, I remain available for any questions.



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 4B**

**AGENDA TITLE:** CHIEF FINANCIAL OFFICER'S REPORT

**MEETING DATE:** JUNE 19, 2023

**PREPARED BY:** LISA M CAPPELLARI, CHIEF FINANCIAL OFFICER

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**RECOMMENDED ACTION:**

Receive and file the Chief Financial Officer's Report.

**BACKGROUND AND DISCUSSION:**

All financial data are through April 2023 and operating data are through May 2023 unless otherwise noted.

- CTSA partner agency trips continue to grow, and are now at 157,386 from July to May 2023. While CTSA trips completely stopped during the pandemic, they are coming back rapidly. Most programs are now open 5 days per week. CTSA agency trips are approximately 61% of ADA trips, and we expect them to keep increasing over the next few months.
- Contracted transportation trips are growing steadily; average monthly billable hours are higher than pre-pandemic levels. There were on average 2,140 billable hours pre-pandemic whereas the average for July 2022 through May 2023 was 2,500 billable hours. In May 2023 Paratransit performed 3,170 billable hours, which was about 40% higher than our highest pre-pandemic month.
- Meals delivered from July 2022 through May 2023 include 160,664 meals delivered for the Sacramento Food Bank and Family Services; 29,184 meals served to disabled persons through a new pilot program; and 2,551 meal kits delivered from Canon Restaurant for local seniors.
- Between July 2022 and May 2023, the Sacramento Mobility Management program successfully travel trained 63 elderly/disabled passengers and 266 youth.

- The CTSA program, where Paratransit, Inc. partners with local social service agencies, continues providing support with insurance expense, maintenance and fleet management, fuel reimbursement, buses, and driver support. Between July and May 2023 Paratransit's maintenance department completed 2,717 work orders, 123 of them for CTSA partners.
- Between July 2022 and May 2023, Paratransit, Inc. has received \$87,500 in income from renting out our accessible minivans.
- Year-to-date revenue is 14% lower than budgeted; year-to-date expense is 7% lower than budgeted. Paratransit's net income is \$54,000.

If you have any questions or comments about this Performance Report please contact me at 916-429-2009 ext.7234 or [LisaC@paratransit.org](mailto:LisaC@paratransit.org).

**FISCAL IMPACT:**

None

**ATTACHMENTS:**

June 2023 CFO Report  
April 2023 Income Statement  
April 2023 Balance Sheet

PARATRANSIT, INC

# FINANCIAL REPORT

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June 2023



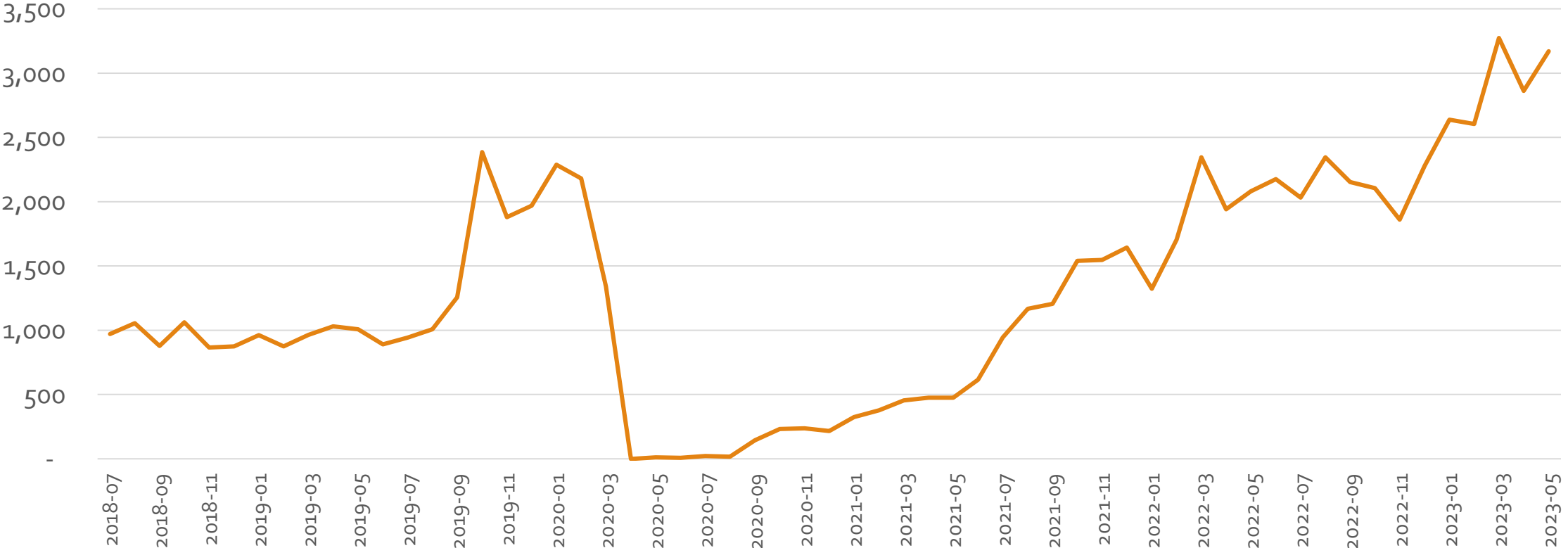
# Consolidated Transportation Services Agency (CTSA) Trips Provided July 2022 – May 2023

Agency	Trips	% of Trips
ACC	14,432	9%
Elk Grove Adult Community Training	21,711	14%
Easter Seals Society	6,084	4%
St. John's Program for Real Change	7,178	5%
Sutter Senior Care	27,547	17%
UCP of Sacramento & Northern CA	80,369	51%
The Landing at Carmichael	64	0.04%
<b>Total CTSA Trips</b>	<b>157,386</b>	



# Contracted Transportation Billable Hours

## July 2018 through May 2023



# Social Service Transportation

## July 2022 to May 2023

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- Sacramento Food Bank: 160,664 meals
- Pilot Program: 29,184 meals
- Clay Nutting, Canon Restaurant: 2,551 meal kits
- YMCA after school transport: 2,382 trips



# Sacramento Mobility Management

## July 2022 – May 2023

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- Travel Training for Seniors & People with Disabilities
  - successful trainees: 63 trainees
- Travel Training for Youth
  - successful trainees: 266 trainees



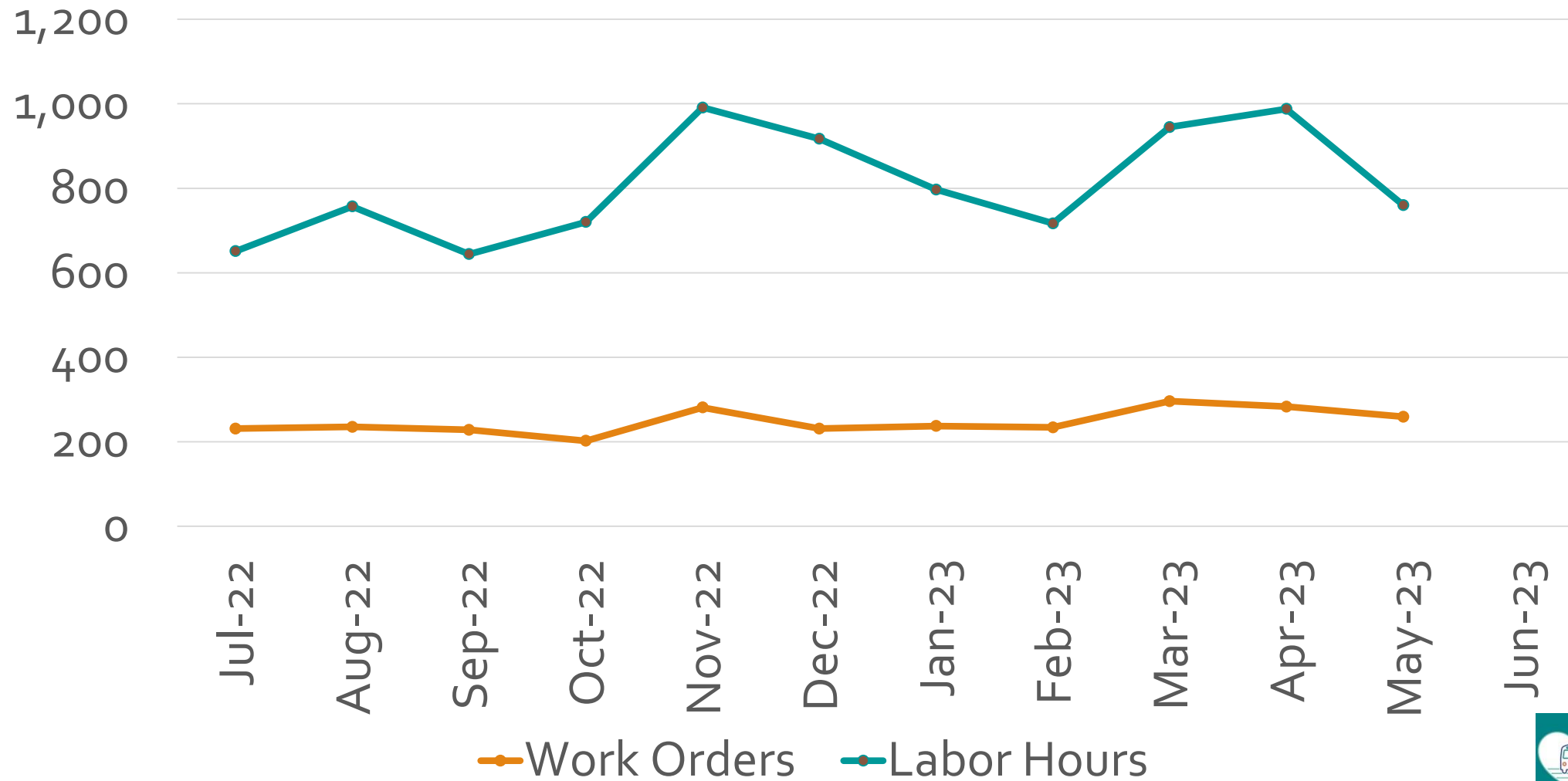
# Maintenance

## July 2022 to May 2023

FY23 Maintenance Operations	Quarter 1	Quarter 2	Quarter 3	April 2023	May 2023	Total
Work Orders	694	714	767	283	259	2,717
Labor Hours	2,052	2,628	2,459	988	760	8,887
Parts Cost	\$105,318	\$125,973	\$101,829	\$48,223	\$32,953	\$414,296
Total Cost	\$325,524	\$444,810	\$380,925	\$153,233	\$151,449	\$1,455,941



# FY23 Work Orders and Labor Hours



# Work Orders: July 2022 – May 2023

Vehicle Type	Work Orders
Paratransit	882
SacRT Go Paratransit Services	937
Outside Agencies	718
CTSA Partners	123
Rental Fleet	57
Total Work Orders	2,717



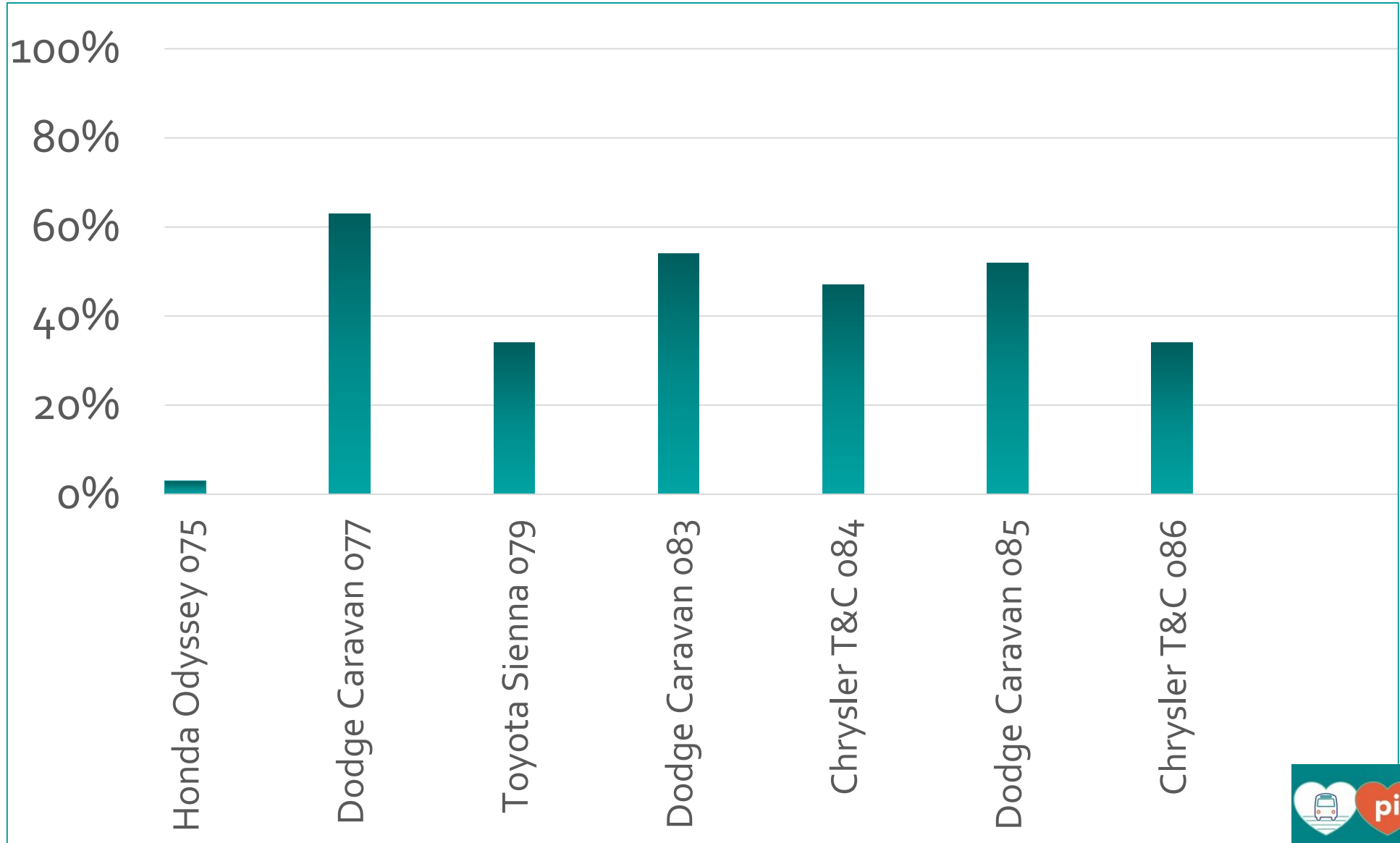
# Accessible Vehicle Rental Income

- 7 accessible vehicles with ramps
- \$87,485 in rental income in July 2022 – May 2023





# Accessible Vehicle Rental Utilization



# FY23 YTD Revenue: Budget versus Actuals

## Jul 2022-Apr 2023 (thousands of dollars)

FY23 Revenue	Budget	Actual	\$ Difference	% Difference	Percent of Target
Measure A	\$ 1,905	\$1,913	\$8	0%	83%
TDA	\$1,034	\$1,050	\$16	2%	84%
Grants	\$2,500	\$2,500	\$0	0%	100%
Contract Transp.	\$2,483	\$2,194	(\$289)	(12%)	73%
RT Contract	\$891	\$837	(\$54)	(6%)	78%
Maintenance/Fuel	\$1,064	\$879	(\$185)	(17%)	68%
Other Revenue	\$964	\$301	(\$663)	(69%)	26%
Capital Revenue	\$408	\$47	(\$361)	(89%)	4%
Total Revenue	\$11,248	\$9,720	(\$1,528)	(14%)	71%



# FY23 YTD Expense: Budget versus Actuals

## Jul 2022-Apr 2023 (thousands of dollars)

FY23 Expense	Budget	Actual	\$ Difference	% Difference	Percent of Target
Personnel	\$6,416	\$5,521	(\$894)	(14%)	73%
Fleet Operations	\$2,018	\$2,123	\$105	5%	87%
Non Personnel	\$1,686	\$1,655	(\$31)	(2%)	81%
Capital Projects	\$298	\$367	\$70	23%	23%
Total Expense	\$10,417	\$9,666	(\$751)	(7%)	71%
Net Income		\$54			



PARATRANSIT, INC.  
 COMBINED BALANCE SHEET  
 4/30/2023  
 UNAUDITED

ASSETS  
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CURRENT ASSETS:

Cash	1,498,892
Medical Annuity	240,590
Accounts Receivable	862,410
Grants Receivable	539,614
Inventory	129,945
Deposits and Prepaid Expenses	358,769
TOTAL CURRENT ASSETS	3,630,220

CAPITAL ASSETS:

Land Assets	924,736
Grant Equipment	11,200,332
Non-Grant Equipment	7,514,655
Work in Progress	-
TOTAL COST	19,639,723
Less Accumulated Depreciation	(13,910,953)
Net Capital Assets	5,728,770

TOTAL ASSETS	9,358,990
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LIABILITIES AND FUND BALANCE  
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CURRENT LIABILITIES

Accounts Payable	358,311
Workers' Compensation Payable	-
Accrued Payroll & Benefits	96,732
Sales Tax Payable	(8,750)
Lease/Notes Payable	100,344
Unredeemed Bus Scrip	-
Deferred Revenue	-
Other Payables	(134,064)
TOTAL CURRENT LIABILITIES	412,573

LONG-TERM LIABILITIES:

Long Term Liabilities	2,862,181
TOTAL LONG TERM LIABILITIES	2,862,181

TOTAL LIABILITIES	3,274,754
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FUND EQUITY

Contributed Capital	522,703
Restricted for lease collateral	-
Restricted for grant administration	13,001
Retained Earnings (Loss)	5,548,532
TOTAL FUND EQUITY	6,084,236

TOTAL LIABILITIES AND FUND BALANCE	9,358,990
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PARATRANSIT, INC. - CONSOLIDATED  
STATEMENT OF OPERATING REVENUE AND EXPENSE AS AT 4/30/2023

	MONTHLY BUDGET	MONTHLY ACTUAL	MONTHLY VARIANCE	YEARLY BUDGET	Y-T-D BUDGET	Y-T-D ACTUAL	Y-T-D \$ VARIANCE	Y-T-D % VARIANCE
<b>REVENUE</b>								
<b>OPERATING REVENUE:</b>								
Measure A (Current)	176,383	191,816	15,433	2,301,792	1,904,934	1,912,831	7,897	0.41
TDA 4.5	95,708	105,009	9,301	1,248,991	1,033,646	1,050,092	16,446	1.59
Contract & Program Transportation Rever	-	301	301	-	-	24,733	24,733	-
SacRT Go Maintenance & Facility Contra	82,466	79,438	(3,028)	1,076,175	890,628	836,627	(54,001)	(6.06)
Transportation Literacy (Civic Lab)	-	13,452	13,452	150,000	150,000	150,000	-	-
American Rescue Plan	-	-	-	1,750,000	1,750,000	1,750,000	-	-
FEMA	-	-	-	100,000	100,000	100,000	-	-
Section 5307 - Regional Mobility Manager	-	-	-	250,000	250,000	250,000	-	-
Section 5310 - Regional Mobility Manager	-	-	-	250,000	250,000	250,000	-	-
Agency Bus Fares	229,885	259,764	29,879	3,000,000	2,482,760	2,193,667	(289,093)	(11.64)
Diversified Services	187,814	145,692	(42,122)	2,450,982	2,028,394	1,155,320	(873,074)	(43.04)
Applied to Capital Projects	-	(30,118)	(30,118)	(489,514)	-	(367,422)	(367,422)	-
<b>TOTAL OPERATING REVENUE</b>	<b>772,256</b>	<b>765,355</b>	<b>(6,901)</b>	<b>12,088,426</b>	<b>10,840,362</b>	<b>9,305,847</b>	<b>(1,534,515)</b>	<b>(14.16)</b>
<b>CAPITAL REVENUE:</b>								
FY22 10 NEW CNG VEHICLES	-	-	-	1,100,000	-	-	-	-
Applied Operating Revenue	-	30,118	30,118	489,514	407,928	367,422	(40,507)	-
Gain/(Loss) on Sale of Assets	-	-	-	-	-	46,735	46,735	-
<b>TOTAL CAPITAL REVENUE</b>	<b>411,385</b>	<b>30,118</b>	<b>(381,268)</b>	<b>1,589,514</b>	<b>407,928</b>	<b>414,157</b>	<b>6,228</b>	<b>1.53</b>
<b>TOTAL REVENUE</b>	<b>1,183,641</b>	<b>795,472</b>	<b>(388,169)</b>	<b>13,677,940</b>	<b>11,248,290</b>	<b>9,720,004</b>	<b>(1,528,287)</b>	<b>(13.59)</b>
<b>OPERATING EXPENSES</b>								
<b>PERSONNEL:</b>								
Transportation Operations	183,951	170,851	(13,100)	2,391,378	2,023,464	1,662,527	(360,937)	(17.84)
Maintenance Operations	87,461	88,605	1,144	1,136,991	962,070	902,680	(59,390)	(6.17)
Administration	93,405	75,942	(17,463)	1,214,260	1,027,452	967,260	(60,192)	(5.86)
Diversified Services:								
Travel Training	18,466	11,083	(7,383)	240,057	203,126	111,069	(92,057)	(45.32)
Mobility Management	8,979	16,591	7,612	116,724	98,768	153,275	54,507	55.19
Fringe Benefits	171,976	131,997	(39,979)	2,241,077	1,870,522	1,534,533	(335,989)	(17.96)
Workers' Compensation	20,945	47,105	26,160	272,281	230,392	189,302	(41,090)	(17.83)
<b>TOTAL PERSONNEL</b>	<b>585,183</b>	<b>542,174</b>	<b>(43,009)</b>	<b>7,612,768</b>	<b>6,415,794</b>	<b>5,520,646</b>	<b>(895,148)</b>	<b>(13.95)</b>
<b>FLEET OPERATIONS:</b>								
Fuel	91,994	124,000	32,006	1,200,534	993,540	1,255,110	261,570	26.33
Insurance	76,341	53,594	(22,747)	996,264	824,490	518,166	(306,324)	(37.15)
Cost of Parts & Sublet Service	18,556	35,553	16,997	242,166	200,420	350,109	149,689	74.69
<b>TOTAL FLEET OPERATIONS</b>	<b>186,891</b>	<b>213,147</b>	<b>26,256</b>	<b>2,438,964</b>	<b>2,018,450</b>	<b>2,123,385</b>	<b>104,935</b>	<b>5.20</b>
<b>NONPERSONNEL:</b>								
Professional Services	59,943	60,424	481	782,267	647,394	707,258	59,864	9.25
Outside Services	28,322	23,038	(5,284)	369,619	305,892	187,325	(118,567)	(38.76)
Rent/Repair	11,600	12,893	1,293	151,404	125,302	138,784	13,482	10.76
Office Expense	16,163	14,000	(2,163)	210,915	174,548	154,676	(19,872)	(11.39)
Interest Expense	6,964	-	(6,964)	90,880	75,216	76,547	1,331	1.77
Telephone/Utilities	23,877	17,231	(6,646)	311,584	257,862	228,710	(29,152)	(11.31)
Tax/License/Dues/Permits	4,910	4,253	(657)	64,069	53,024	79,333	26,309	49.62
Travel	2,325	11,196	8,871	30,345	25,110	42,434	17,324	68.99
Professional Development	1,962	399	(1,563)	25,613	21,198	39,972	18,774	88.57
Brokered Trans. Services	-	-	-	-	-	-	-	-
<b>TOTAL NONPERSONNEL</b>	<b>156,066</b>	<b>143,434</b>	<b>(12,632)</b>	<b>2,036,695</b>	<b>1,685,546</b>	<b>1,655,039</b>	<b>(30,507)</b>	<b>(1.81)</b>
<b>TOTAL OPERATIONS EXPENSE</b>	<b>928,140</b>	<b>898,755</b>	<b>(29,385)</b>	<b>12,088,426</b>	<b>10,119,790</b>	<b>9,299,070</b>	<b>(820,720)</b>	<b>(8.11)</b>
<b>CAPITAL PROJECTS:</b>								
FY22 10 NEW CNG VEHICLES	-	-	-	1,100,000	-	-	-	-
Florin Road Facility	7,843	8,505	662	102,352	84,708	85,060	352	0.42
Facility Reserve	-	-	-	100,000	-	-	-	-
Vehicle Acquisition Project	19,706	21,613	1,907	257,163	212,824	213,721	897	0.42
Office Furniture & Equipment	-	-	-	10,000	-	6,990	6,990	-
Network & Telecommunications	-	-	-	10,000	-	51,351	51,351	-
Maintenance Equipment	-	-	-	10,000	-	10,299	10,299	-
Miscellaneous Capital Projects	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL PROJECTS</b>	<b>27,549</b>	<b>30,118</b>	<b>2,569</b>	<b>1,589,514</b>	<b>297,532</b>	<b>367,422</b>	<b>69,890</b>	<b>23.49</b>
<b>TOTAL OPERATING AND CAPITAL EXP</b>	<b>955,689</b>	<b>928,873</b>	<b>(26,816)</b>	<b>13,677,940</b>	<b>10,417,322</b>	<b>9,666,492</b>	<b>(750,830)</b>	<b>(7.21)</b>
<b>NET INCOME (LOSS)</b>	<b>227,952</b>	<b>(133,401)</b>	<b>(361,353)</b>	<b>(0)</b>	<b>830,968</b>	<b>53,512</b>	<b>(777,457)</b>	<b>(11.23)</b>



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 6A**

**AGENDA TITLE:** Approve the Minutes of the February 15, 2023 Board of Directors' Meeting

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Chris M. Brown, SHRM-SCP, SPHR, Assistant Secretary of the Board of Directors

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**RECOMMENDED ACTION:**

Approve the Minutes of the April 17, 2023, Meeting of the Board of Directors.

**MINUTES:**

April 17, 2023  
6:00 p.m.  
Ron Brown Conference Center  
2501 Florin Road  
Sacramento, CA 95822

**Board Members Present:**

Jim Alves  
Julia Burrows  
Alice Kimble  
Kim Tucker  
Leigh White

**Board Members Absent:**

Pat Hume  
Vidhu Shekhar

**Public Present:**

Kathy Sachen, SacRT

## **Staff Present:**

Tiffani Fink, Chief Executive Officer  
Dr. Lisa Cappellari, Chief Financial Officer  
Chris Brown, Chief Administrative Officer  
Gary Vickers, Chief Operating Officer  
Amy Parkin, Director of Operations  
Jesse Isaacson, Director of Information Technology  
Alicia Brown, Director of Strategic Initiatives and Mobility  
Julio Diaz, Maintenance Manager

**Call To Order/Roll Call:** Director Tucker called the meeting to order at 6:09 p.m.

Directors: Alves, Burrows, Hume, Kimble, Shekhar, Tucker, White

## **Pledge of Allegiance:**

Director Tucker opened the meeting by leading the Pledge of Allegiance.

## **PUBLIC COMMENT**

No public comment.

## **STAFF REPORTS**

### A. CEO Report

#### a. Update on Activities and Contracts

Chief Executive Officer Tiffani Fink provided an oral report on agency activities and promotions. CEO Fink announced the promotions of Destinee Davi and Dennis Mellor and addition of Jamara Hutton to the Mobility Options team. Activities included updates on the most recent Vehicle Operator shift bid, the reorganization of Dispatch and Scheduling as part of the classification study, the start of the farmer's market shuttle on May 4, 2023, National Rodeo in May, CalACT Conference, Cap-to-Cap, providing transportation for the Homeless World Cup and working on funding for the housing project.

## B. CFO Report

### a. Monthly Financial Report

Chief Financial Officer Lisa Cappellari reviewed her written staff report of financial measures through February 2023 and operating data through March 2023.

Director Alves inquired about the budgeted versus actual CTSA trips and function of a CTSA. CFO Cappellari explained the CTSA trips are increasing after COVID and CEO Fink explained the function of a CTSA and gave examples of some of Paratransit's partnerships.

## **PRESENTATIONS**

### A. Presentation on Sacramento Area Council of Governments Planning Initiatives, Regional Blueprint and Transit Studies (Kristina Svensk, SACOG Director of Transportation)

Ms. Svensk explained SACOG's role as the Metropolitan Planning Organization (MPO) responsible for maintaining the transportation for the six-county region, including prioritizing partnerships within the region and focusing on equity, economy and environment with regard to the plan update. The plan for NextGen transit builds on the existing transportation networks, contains an innovative mobility program which expands on what Paratransit is doing, explores connecting trails from Lake Tahoe to the Delta, and utilizes the RAISE grant from USDOT to establish clean, active and safe mobility zones through community led planning.

### B. Presentation on Grants and Project Development Initiatives (Sabrina Drago, contract Grants staff)

Ms. Drago shared Paratransit had submitted proposals for six grants and while we have only heard back on two of them, we have a 100% success rate. The projects Paratransit is proposing are out-of-the-box ideas that impact real people. The six proposals are:

1. Mode Shift – A three-year pilot program with one platform/call center for consumers to get information on various forms of transportation;



2. CalACT – Providing training and workshops to rural transit agencies;
3. Semi-fixed Route Medical Shuttles – study to look at transportation gaps to access healthcare and how to address the issue;
4. Facility Upgrades – Increased safety and security items, electrical upgrades and new roof;
5. Accessible Low Emission Minivans – Purchase of 10 wheelchair accessible hybrid minivans; and
6. STA Neighborhood Shuttle – Semi-fixed route shuttles to additional farmer’s markets.

CEO Fink shared we are also responding to an in-person eligibility proposal for Solano County.

C. Presentation on Mobility Management Initiatives (Alicia Brown, Director of Strategic Initiatives and Mobility Programs)

Director of Strategic Initiatives and Mobility Programs Brown shared Paratransit is the pioneer in travel training, which we started in 1982 for seniors and persons with disabilities. Over the years travel training has expanded to include the Moving Youth to Jobs program for young adults ages 16 to 24, virtual and hybrid training, implementation of a bus buddy program, and transportation literacy education to students in the Cities of Sacramento and Elk Grove. Training is free to participants and provides trainees with the basic skills to navigate public transportation anywhere.

## **CONSENT CALENDAR**

The Consent Calendar was approved upon motion by Director Burrows, seconded by Director Alves. The motion passed.

A. Approve the Minutes of the February 15, 2023 Meeting of the Board of Directors

**The minutes of the Meeting of the Board of Directors held February 15, 2023 were approved as presented.**

**AYES:** Alves, Burrows, Kimble, Tucker, White

**NOES:** None

**ABSTENTIONS:**

**ABSENT:** Hume, Shekhar

## **ACTION ITEMS**

### A. Adopt Resolutions 04-23 Approving the Paratransit, Inc. Vision Statement, Agency Values and 2023 Board Goals

CEO Fink shared this item is being brought back for adoption after Directors Burrows and Tucker took the discussion items and molded them into a vision statement, Board goals, added trust to the values and drafted values as action statements.

Director Tucker thanked Director Burrows for working on this so quickly after joining the Board. Director Burrows shared she feels these are foundational items and looked for when researching an organization. CEO Fink asked Director Kimble if she had any questions since she was not at the February meeting. Director Kimble responded she had no comment, is done at the end of the year, doesn't like a lot of what she sees but has done what she came to do.

Director Burrows moved to approve the motion as written. The motion was seconded by Director White, and it was unanimously approved by the Board.

**AYES:** Alves, Burrows, Kimble, Tucker, White

**NOES:** None

**ABSTENTIONS:** None

**ABSENT:** Hume, Shekhar

## **BOARD COMMENTS/REPORTS/FUTURE AGENDA ITEMS**

CEO Fink shared she feels this section of the meeting is a way for the Board to share items in their areas of interest. Director Tucker asked if the August Board Meeting will be on the 21<sup>st</sup> or a different date. CEO Fink responded since this is typically the annual retreat, she would ask the Board to meet earlier or on a different date. This year's retreat will focus on the compensation and

classification study, becoming an employer of choice and interest in Board seats.

Director Tucker said they are cheering for Hardev at the National Roadeo, and the next Board Meeting will be on June 19, 2023, so please read your Board Packet and be ready to discuss the business of the organization.

## **ADJOURNMENT**

Director Tucker announced the meeting adjourned at 7:57 p.m.

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Chris M. Brown, SHRM-SCP, SPHR  
Assistant Secretary of the Board of Directors

6/19/23  
Date



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 6B**

**AGENDA TITLE:** Adopt Resolution 05-23 Authorizing The Chief Executive Officer (CEO) to Submit the Transportation Development Act (TDA) Claim for Fiscal Year 2023-24 and Authorizing Submittal of Subsequent Claims if Funding Revisions are Issued

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Dr. Lisa Cappellari, Chief Financial Officer

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**RECOMMENDED ACTION:**

Adopt Resolution 05-23, Transportation Development Act (TDA) Local Transportation Fund Claim Fiscal Year 2023-24 authorizing the Chief Executive Officer (CEO) to submit a claim, and any needed revisions, for up to the maximum funds available under Article 4.5.

**BACKGROUND AND DISCUSSION:**

The Sacramento Area Council of Governments (SACOG) recently notified Paratransit, Inc. of its adopted findings of apportionment for Fiscal Year 2023-24 Local Transportation Funds (LTF), and opened the period for submitting claims. Because Paratransit, Inc. is the designated Consolidated Transportation Service Agency (CTSA) for the urbanized area of Sacramento, it is an eligible claimant for funds available for community transportation pursuant to Articles 4.5 and 6.5 of the Transportation Development Act (TDA). The current apportionment earmarked for Paratransit, Inc. was estimated in March 2023 in the amount of \$1,526,369.

**FISCAL IMPACT:**

These revenues are included as part of the Fiscal Year 2023-24 Budget and will be used to fund activities of the CTSA.

**ATTACHMENTS:**

1. Resolution 05-23



## RESOLUTION 05-23

### **AUTHORIZING THE CHIEF EXECUTIVE OFFICER (CEO) TO SUBMIT THE TRANSPORTATION DEVELOPMENT ACT (TDA) CLAIM FOR FISCAL YEAR 2023-24 AND AUTHORIZE SUBMITTAL OF SUBSEQUENT CLAIMS IF FUNDING REVISIONS ARE ISSUED**

**WHEREAS** the Social Services Transportation Improvement Act of 1979 requires transportation planning agencies to designate entities to function as Consolidated Transportation Services Agencies (CTSA) within their respective jurisdictions; and

**WHEREAS** the Sacramento Area Council of Governments (SACOG), the local transportation planning agency, has designated Paratransit, Inc., as the Consolidated Transportation Services Agency for the urbanized area of Sacramento County; and

**WHEREAS** the Social Services Transportation Improvement Act of 1979 designates Consolidated Transportation Services Agencies as eligible claimants of funds legislated by the Transportation Development Act (TDA); and

**WHEREAS** the Transportation Development Act authorizes Consolidated Transportation Services Agencies to claim Local Transportation Funds and State Transit Assistance under Articles 4.5 and 6.5 for community transit services;

**NOW THEREFORE BE IT RESOLVED** that the Board of Directors of Paratransit, Inc. does hereby submit a claim for Local Transportation Funds under Article 4.5 for transportation operations.

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Patrick Hume, President  
Paratransit, Inc. Board of Directors  
Dated: June 19, 2023



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 6C**

**AGENDA TITLE:** Adopt Resolution 06-23 Approving Amendments to the Paratransit, Inc. Drug and Alcohol Testing Policy

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Chris M. Brown, SHRM-SCP, SPHR,  
Chief Administrative Officer

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**RECOMMENDED ACTION:**

Adopt Resolution 06-23 adopting the amendments to the Paratransit, Inc. Drug and Alcohol Testing Policy.

**BACKGROUND AND DISCUSSION:**

The Federal Transit Administration (FTA) periodically audits the required drug and alcohol testing programs of recipients and subrecipients of Section 5307, 5309 or 5311 funding. As Paratransit is a funding recipient, we have established a compliant drug and alcohol testing program and our program was most recently audited by the FTA on April 18 and 19, 2023.

The audit was positive with minimal findings, which were mainly items in our policy the audit team felt needed clarification to be compliant with the federal regulations. Additionally, based on the audit teams guidance for determining safety-sensitive functions, we reassessed the positions we consider safety-sensitive based on the current job duties and have amended the list for compliance with the federal regulations.

**FISCAL IMPACT:**

None

**ATTACHMENTS:**

1. Resolution 06-23
2. Paratransit, Inc. Drug and Alcohol Testing Policy



**RESOLUTION NO. 06-23  
ADOPTING AMENDMENTS TO THE PARATRANSIT, INC.  
DRUG AND ALCOHOL TESTING POLICY**

**WHEREAS**, Paratransit, Inc. puts the safety and security of our passengers and employees as our highest priority; and

**WHEREAS**, in accordance with Federal Transit Administration audit requirements, staff has developed a Drug and Alcohol Testing policy; and

**WHEREAS**, FTA requires the Board of Directors to formally adopt amendments to the Drug and Alcohol Testing Policy; and

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Directors of Paratransit, Inc. adopts Resolution 06-23 adopting the amended Drug and Alcohol Testing Policy.

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Patrick Hume, President  
Paratransit, Inc., Board of Directors  
Dated: June 19, 2023



PARATRANSIT, INC.  
DRUG AND ALCOHOL TESTING POLICY

ADOPTED BY THE PARATRANSIT  
BOARD OF DIRECTORS

ON ~~NOVEMBER 21, 2022~~ June 19, 2023

Prior Revisions

Amended November 21, 2022

Amended May 21, 2018

Amended March 27, 2014

Amended September 27, 2012

Amended September 23, 2010

Amended January 28, 2010

Amended September 25, 2008

Amended October 25, 2007

Amended September 22, 2005

Amended June 23, 2005

Amended May 22, 2003

Amended June 27, 2002

Amended September 27, 2001

Amended March 22, 2001

Amended February 24, 2000

Amended January 28, 1999

Amended September 25, 1997

Amended November 13, 1996

Amended June 18, 1996

Adopted December 20, 1994

## 1.0 POLICY

Paratransit, Inc. is dedicated to providing safe, dependable, and economical transportation services to our passengers. It is our goal to provide a healthy, satisfying, and safe working environment. In meeting this goal, it is our policy to 1) assure that covered employees are not impaired in their ability to perform assigned duties in a safe, productive, and healthy manner; 2) create a workplace environment free from the adverse effects of drug and alcohol substance abuse or misuse; 3) prohibit the unlawful manufacture, distribution, dispensing, possession, or use of controlled substances; and 4) encourage covered employees to seek professional assistance anytime alcohol or drug dependency, adversely affects their ability to perform their assigned duties.

## 2.0 PURPOSE

The purpose of this policy is to assure worker fitness for duty and to protect our covered employees, passengers, and the public from risks posed by the misuse of alcohol and use of prohibited drugs. This policy is also intended to comply with all applicable Federal regulations governing workplace anti-drug programs in the transit industry. The Federal Transit Administration (FTA) of the U.S. Department of Transportation (DOT) has enacted 49 CFR Part 655 that mandates urine drug testing and breathalyzer alcohol testing for safety-sensitive positions and prohibits performance of safety-sensitive functions when there is a positive test result. The DOT has also enacted 49 CFR Part 40 that sets standards for the collection and testing of urine and breath specimens.

## 3.0 APPLICABILITY

This policy applies to all applicants and employees of Paratransit, Inc., who will or do perform safety-sensitive functions of the positions specified in Appendix A, which may be amended from time to time and is incorporated herein, contracted employees who perform safety-sensitive functions when they are on Company property or when performing any transit-related business, and volunteers when required to hold a commercial driver's license to operate the vehicle or who perform a safety-sensitive function and receive remuneration in excess of his or her actual expenses incurred while engaged in the volunteer activity, collectively referred to hereinafter as covered employees. This policy applies to off-site lunch periods or breaks when a covered employee is scheduled to return to work.

A safety-sensitive function is any of the following duties:

1. Operating a revenue service vehicle, whether or not the vehicle is in revenue service;
2. Operating a nonrevenue service vehicle when the operator is required to hold a Commercial Driver's License;
3. Controlling movement or dispatch of a revenue service vehicle;
4. Maintaining (including repairs, overhaul and rebuilding of a revenue service vehicle or equipment used in revenue service; and
5. Carrying a firearm for security purposes.

~~duty related to the safe operation of transit service including the operation, dispatch, and maintenance of a revenue service vehicle (whether or not the vehicle is in revenue service) and any other employee who operates a non-revenue service vehicle when required to hold a Commercial Driver's License (CDL).~~

Supervisors are safety sensitive only if they perform a safety-sensitive function. Covered employees who will or do perform safety-sensitive functions are subject to testing as specified in this policy. The

Company has reviewed the actual duties performed by covered employees to determine the performance of safety-sensitive functions and which job functions may require the performance of safety-sensitive duties.

~~Annual testing rates are equivalent to 25% of the number of covered employees for drug testing and 10% of the number of covered employees for alcohol testing or as may be annually required by the DOT, FTA. Paratransit, Inc. will meet the minimum annual percentage rate for random drug and alcohol testing of covered employees as set by the FTA. The current annual testing rates can be viewed at [www.transportation.gov/odapc/random-testing-rates](http://www.transportation.gov/odapc/random-testing-rates).~~

#### **4.0 DEFINITIONS**

Appendix B, glossary of terms, defines specific terms governing this policy and is incorporated herein.

#### **5.0 PROHIBITED SUBSTANCES**

"Prohibited Substances" addressed by this policy include the following:

##### **5.1 ILLEGALLY-USED CONTROLLED SUBSTANCES OR DRUGS**

Any illegal drug or any substance identified in schedules I through V of the Controlled Substance Act (21 U. S. C. 812), and as further defined by 21 CFR 1308.11 through 1308.15 is a prohibited substance. This includes, but is not limited to: marijuana, amphetamines, opioids, phencyclidine (PCP), and cocaine, as well as any drug not approved for medical use by the U. S. Drug Enforcement Administration (DEA) or the U.S. Food and drug administration (FDA). Illegal use includes use of any illegal drug, misuse of legally prescribed drugs, and use of illegally obtained prescription drugs. Consumption of these products is prohibited at all times.

##### **5.2 LEGAL DRUGS**

Legally prescribed drugs and non-prescription medications are not prohibited when used appropriately. However, the use of any substance which carries a warning label that indicates that mental functioning, motor skills, or judgment may be adversely affected should be reported by a covered employee to supervisory personnel, and medical advice should be sought, as appropriate, before performing work-related duties.

A legally prescribed drug means that the covered employee has a prescription or other written approval from a physician for the use of a drug in the course of medical treatment. It must include the patient's name, the name of the substance, quantity/amount to be taken, and the period of authorization. Legal drugs misused or abused while performing transit business are prohibited substances.

##### **5.3 ALCOHOL**

Beverages containing alcohol or substances, including any medication or other preparation such that alcohol is present in the body, that are used while performing transit business, are prohibited substances. The concentration of alcohol is expressed in terms of grams of alcohol per 210 liters of breath as measured by an evidential breath-testing instrument.

#### **6.0 PROHIBITED CONDUCT**

"Prohibited Conduct" by a covered employee as addressed in this policy includes the following:

## **6.1 MANUFACTURE, TRAFFICKING, POSSESSION, AND USE**

Engaging in the manufacture, distribution, dispensation, possession, or use of prohibited substances on company premises, in transit vehicles, in uniform, or while on transit business is prohibited conduct as prohibited by the drug free workplace act of 1988. Law enforcement may be notified, as appropriate.

## **6.2 INTOXICATION/USING PROHIBITED SUBSTANCES**

Intoxication from, impairment by, or use of a prohibited substance while performing transit business is prohibited conduct. A drug or alcohol test is considered positive if the individual is found to have a quantifiable presence of a prohibited substance in the body above minimum thresholds defined in 49 CFR Part 40.

## **6.3 ALCOHOL MISUSE**

Reporting for duty within four hours of using alcohol; remaining on duty while adversely affected by alcohol or with a blood alcohol concentration of 0.04 or greater; using alcohol while on duty; or using alcohol up to eight hours following an accident or until undergoing a post/accident test, whichever occurs first, is prohibited conduct. Covered on-call employees are considered on-duty throughout their specified on-call hours. The consumption of alcohol for the specified on-call hours of each covered employee is prohibited. On-call covered employees shall have: 1) the opportunity to acknowledge the use of alcohol at the time he or she is called to report to duty and the inability to perform his or her safety-sensitive function; and 2) the requirement to take an alcohol test if the covered employee has acknowledged the use of alcohol but claims ability to perform his or her safety-sensitive function.

## **6.4 Compliance with Testing Requirements**

A covered employee has refused to take a drug test if he or she:

- 1) Fails to appear for any test (except a pre-employment test) within a reasonable time, as determined by the Company, consistent with applicable DOT agency regulations, after being directed to do so by the Company;
- 2) Fails to remain at the testing site until the testing process is complete; provided, that a covered employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test;
- 3) Fails to provide a urine specimen for any drug test required by 49 CFR Part 40 or DOT agency regulation provided that a covered employee who does not provide a urine specimen because he or she has left the testing site before the testing process commences for a pre-employment is not deemed to have refused to test;
- 4) In the case of a directly observed or monitored collection in a drug test, fails to permit the observation or monitoring of the provision of a urine specimen;
- 5) Fails to provide a sufficient amount of urine when directed, and it has been determined, through a required medical evaluation, that there was no adequate medical explanation for the failure;

- 6) Fails, or declines, to take an additional drug test the Company or collector has directed a covered employee to take;
- 7) A medical review officer reports that the covered employee has a verified adulterated or substituted test result;
- 8) Fails to remain at the scene of an accident without just cause prior to submitting to a test;
- 9) Fails to undergo a medical examination or evaluation, as directed by the MRO as part of the verification process, or as directed by the Designated Employer Representative under 49 CFR Part 40. In the case of a pre-employment drug test, the covered employee is deemed to have refused to test on this basis only if the pre-employment test is conducted following a contingent offer of employment. If there was no contingent offer of employment, the MRO will cancel the test;
- 10) Fails to cooperate with any part of the testing process (e.g. refusal to empty pockets when so directed by the collector, behaving in a confrontational way that disrupts the collection process, fails to wash hands after being directed to do so by the collector);
- 11) Possesses or wears a prosthetic or other device that could be used to interfere with the collection process;
- 12) For an observed collection, fails to follow the observer's instructions to raise his or her clothing above the waist, lower clothing and underpants, and to turn around to permit the observer to determine if he or she has any type of prosthetic or other device that could be used to interfere with the collection process;
- 13) Admits to the collector or medical review officer that he or she adulterated or substituted the urine specimen;

Such a refusal constitutes a verified positive drug test result, and is prohibited conduct.

A covered employee is considered to have refused an alcohol test if he or she:

- 1) Fails to appear for any test (except a pre-employment test) within a reasonable time, as determined by the Company, consistent with applicable DOT agency regulations, after being directed to do so by the Company;
- 2) Fails to remain at the testing site until the testing process is complete; provided, that a covered employee who leaves the testing site before the testing process commences for a pre-employment test is not deemed to have refused to test;
- 3) Fails to provide an adequate amount of breath for any alcohol test required by 49 CFR Part 40 or DOT agency regulation provided that a covered employee who does not provide an adequate amount of breath because he or she has left the testing site before the testing process commences for a pre-employment is not deemed to have refused to test
- 4) Fails to provide a sufficient breath specimen, and the physician has determined, through a required medical evaluation, that there was no adequate medical explanation for the failure;
- 5) Fails to undergo a medical examination or evaluation, as directed by the Company as part of the insufficient breath procedures outlined in 49 CFR Part 40;
- 6) Fails to sign the certification at Step 2 of the Alcohol Testing Form; or
- 7) Fails to cooperate with any part of the testing process.

Such a refusal constitutes a verified positive alcohol test result, and is prohibited conduct.

## **6.5 Treatment Requirements**

Refusal or failure to comply with treatment, after care, or return-to-duty requirements of this policy is prohibited conduct. All covered employees are encouraged to make use of the available resources for treatment for alcohol and substance abuse problems. Under certain circumstances, covered employees may be required to undergo treatment for substance abuse.

## **6.6 Notifying Paratransit, Inc., of Criminal Drug Conviction**

Failure to provide written notification to the Program Manager within five calendar days of any criminal drug-statute conviction for a violation occurring in the workplace is prohibited conduct.

## **7.0 TESTING FOR PROHIBITED SUBSTANCES**

Analytical urine drug testing may be randomly tested for anytime while on duty and breath testing for alcohol may be conducted while the covered employee is performing safety-sensitive functions, just before performing safety-sensitive functions, or just after ceasing performance of such functions, and as required by federal regulations. All covered employees shall be subject to testing prior to employment, for reasonable suspicion, and following an accident as defined in Section 7.3.1, 7.3.2 and 7.3.3 of this policy. Covered employees will be tested prior to and after return-to-duty from having failed a drug test and/or after completion of rehabilitation treatment. Covered employees shall also be subject to testing on a random, unannounced basis.

Testing shall be conducted in a manner that has been approved by the U. S. Department of Health and Human Services (DHHS). All testing will be conducted consistent with the procedures put forth in 49 CFR Part 40. Periodic reviews are conducted by the Company to ensure that the laboratory utilized is DHHS certified and the evidential breath testing instruments utilized are on the National Highway Traffic Safety Administration's (NHTSA) Conforming Products List for Alcohol Screening Devices. The Company has contracted for urine analysis services with a DHHS-certified laboratory. The laboratory is identified in Appendix D of this policy as may be amended from time to time and which is incorporated herein. A clear and well-documented procedure for collection, shipment, and accessioning of urine specimens is developed and maintained. The Company affirms the need to protect individual dignity, privacy and confidentiality throughout the testing process. The drug testing laboratory utilized by the Company is secure at all times. It has in place sufficient security measures to control access to the premises and to ensure that no unauthorized personnel handle urine specimens or gain access to the laboratory process or to areas where records are stored. The laboratory uses chain-of-custody procedures to maintain control and accountability of urine specimens from receipt through completion of testing, reporting of results during storage, and continuing until final disposition of urine specimens. The medical review officer utilized by the Company keeps all records pertaining to results of drug and alcohol testing in a secure location at all times and ensures only authorized personnel have access. Company copies of drug and alcohol test results are kept in a secure location at all times with access limited only to authorized personnel.

The drugs that will be tested for include marijuana, cocaine, opioids, amphetamines, and phencyclidine. The collector will ensure that the donor is positively identified as the covered employee selected for urine drug testing (e.g., through presentation of photo identification or identification by the employer representative). A US DOT Chain of Custody and Control Form with a unique identification number will be utilized. Clean, single-use, securely wrapped urine specimen bottles will be unwrapped in the presence of the donor. The sample's temperature will be checked. The collector,

in the presence of the donor, will pour at least 30 ml. of urine from the collection container into one specimen bottle, to be used for the primary specimen. The collector must then pour at least 15 mL of urine from the collection container into the second specimen bottle to be used for the split specimen. The bottles will be sealed with tamperproof sealing and labeled with the Chain of Custody and Control Form unique identification number which the donor must initial. The bottles will be placed in the shipping container with a copy of the Chain of Custody and Control Form and sealed with tamperproof tape. An initial drug screen will be conducted on the primary urine specimen. The initial test shall use an immunoassay which meets the requirements of the Food and Drug Administration for commercial distribution. For those urine specimens that are not negative on the initial test, as determined by a medical review officer, a confirmatory ~~Gas Chromatography/Mass Spectrometry~~ test will be performed on the primary urine specimen. The test will be considered positive if the amounts present are above minimum thresholds established in 49 CFR Part 40. Current cutoff limits for the screening and confirmation tests are attached in Appendix C of this policy as may be amended from time to time and which is incorporated herein. This policy does not prohibit performing procedures reasonably incidental to analysis of the urine specimen for controlled substances (e.g., determination of PH levels or tests for specific gravity, creatinine concentration, or presence of adulterants). 49 CFR Part 40 makes it mandatory for laboratories to conduct urine specimen validity testing which is the evaluation of the urine specimen to determine if it is consistent with normal human urine and for laboratories to follow all Department of Health and Human Services protocols for doing so. The purpose of validity testing is to determine whether certain adulterants or foreign substances were added to the urine, if the urine was diluted, or if the urine specimen was substituted. Any dilute positive drug test as reported by the medical review officer will be treated as a verified positive test. Any dilute negative drug test with a creatinine level greater than 5 mg/dl as reported by the medical review officer will not require a retest per Company policy. Any dilute negative drug test with a creatinine level greater than or equal to 2mg/dL but less than or equal to 5 mg/dL as reported by the medical review officer will require a retest under direct observation. Per Company policy, a pre-employment drug test that has been reported by the medical review officer as having a creatinine level greater than or equal to 2 mg/dl but less than or equal to– 5mg/dl may, at the sole discretion of the Company, result in the job offer being rescinded. An analysis of the split urine specimen is described in Section 7.6 of this policy, *Employee-Requested Testing*.

Testing for alcohol concentration will be conducted utilizing an evidential breath testing instrument approved by the National Highway Traffic Safety Administration (NHTSA) and operated by a trained breath alcohol technician. The breath alcohol technician will ensure that the donor is positively identified as the covered employee selected for breath alcohol testing (e.g., through presentation of photo identification or identification by the Company representative). The breath alcohol technician will utilize the US DOT Breath Alcohol Testing Form. The breath alcohol technician will select an individually sealed mouthpiece and will open it in full view of the covered employee and attach it to the evidential breath-testing instrument in accordance with the manufacturer's instructions. The breath alcohol technician will instruct the covered employee to blow forcefully into the mouthpiece for at least six seconds or until the evidential breath testing instrument indicates that an adequate amount of breath has been obtained. The breath alcohol technician will affix the test result printout to the Breath Alcohol Test Form in the designated space. The result will be secured in such a manner that will provide clear evidence of removal, such as the use of tamper-evident tape. If the initial test indicates an alcohol concentration of 0.02 or greater, a second test will be performed to confirm the results of the initial test. A covered employee who has a confirmed alcohol concentration of greater than 0.02 but less than 0.04 will be removed from his or her position for eight hours unless a retest results in a concentration measure of less than 0.02. An alcohol concentration of 0.04 or greater will be considered

a positive alcohol test and a violation of this policy.

The services of a medical review officer have been secured by the Company. The medical review officer is identified in Appendix D of this policy as may be amended from time to time and which is incorporated herein. The medical review officer is a licensed physician responsible for receiving laboratory results generated by the Company's drug testing program who has knowledge of substance abuse disorders and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result together with his or her medical history and any other relevant biomedical information. If the laboratory results are confirmed positive the medical review officer will interview the covered employee and review all information provided by the covered employee to determine whether the results are indicative of illegal drug usage. If the covered employee provides an adequate explanation, the medical review officer will verify the test as negative with the Substance Abuse Program Manager and take no further actions.

A canceled test is a drug or alcohol test that has a problem identified that cannot be or has not been corrected or which 49 CFR Part 40 otherwise requires to be canceled. An invalid drug test is the result reported by a laboratory for a urine specimen that contains an unidentified adulterant, contains an unidentified interfering substance, has an abnormal physical characteristic, or has an endogenous substance at an abnormal concentration that prevents the laboratory from completing testing or obtaining a valid drug test result. Per Part 40, a test that has been declared invalid and canceled due to unidentified adulteration or substitution by a medical review officer requires a second collection take place immediately under direct observation if a negative test result is required e.g., pre-employment, return-to-duty, or follow-up tests. Per Company policy, a pre-employment drug test that has been declared invalid and cancelled by a medical review officer may, at the sole discretion of the Company, result in the job offer being rescinded. A canceled drug test and an invalid drug test are defined in Appendix B, Glossary of Terms, of this policy. For purposes of this part, a sample that has been rejected for testing by a laboratory because of a fatal or uncorrected flaw must be canceled and no further action is required unless a negative test is required, e.g. in the case of pre-employment, return to duty, or follow-up test in which case a second collection take place. In alcohol testing a canceled test is a test that is deemed to be invalid under the following circumstances: 1) the next external calibration check of an evidential breath-testing device produces a result that differs by more than the tolerance stated in the quality assurance plan from the known value of the test standard. In this event, every test result of 0.02 or above obtained on the device since the last valid external calibration check shall be invalid; 2) the breath alcohol technician does not observe the minimum 15-minute waiting period prior to the confirmation test; 3) the breath alcohol technician does not perform an air blank of the evidential breath testing device before the confirmation test, or an air blank does not result in a reading of 0.00 prior to the administration of the test; 4) the breath alcohol technician does not sign the form as required; 5) the breath alcohol technician has failed to note on the remarks section of the form that the covered employee has failed or refused to sign the form following the recording or printing on or attachment to the form of the test result; or 6) on a confirmation test and, where applicable, on a screening test, the sequential test number or alcohol concentration displayed on the evidential breath test is not the same as the sequential test number or alcohol concentration on the printed result. A canceled test is neither a positive nor a negative test.

Any covered employee who has a verified positive drug or alcohol test will be removed from his or her position, informed of educational and rehabilitation programs available, and evaluated by a substance abuse professional. The Company provides a list of resources available in evaluating and resolving problems associated with prohibited drug use, including the names, addresses, and telephone



numbers of substance abuse professionals and counseling and treatment programs, which is identified in Appendix D of this policy as may be amended from time to time and which is incorporated herein. If a covered employee chooses to use the information provided, he or she must first contact a substance abuse professional who will perform an evaluation to determine ~~what at either treatment and education~~ the covered employee is in need of ~~assistance~~ in resolving problems associated with prohibited drug use. The substance abuse professional will then refer the covered employee to a counseling and treatment program. A positive drug and/or alcohol test will also result in disciplinary action, up to and including termination pursuant to Section 8.0 of this policy, *Consequences of Engaging in Prohibited Conduct*.

Per Company policy, safety-sensitive employees will be removed from safety-sensitive service and placed on paid leave pending verified drug and alcohol test results following accidents which meet the FTA post-accident threshold for testing, FTA reasonable suspicion determinations or incidents that violate Paratransit's Drug and Alcohol Testing Policy.

### 7.1 Pre-Employment Testing

All covered applicants and transfers for covered positions shall undergo urine drug testing prior to performing a safety-sensitive function. Receipt by the Company of a verified negative test result is required prior to employment and failure of a drug test will disqualify an applicant for employment. If a pre-employment drug test is invalid as determined by the medical review officer, per Company policy and at its sole discretion the job offer may be rescinded. If a pre-employment drug test is canceled as determined by the medical review officer, the covered applicant is required to submit to and pass another test. An employee transferring from a non-safety sensitive position to a safety-sensitive position will undergo urine drug testing with a verified negative test result prior to performing a safety-sensitive function. When a covered employee or applicant has previously failed or refused a pre-employment drug test administered under 49 CFR Part 655, the covered employee or applicant must provide the Company proof of having successfully completed a referral, evaluation and treatment plan as described in Section 10.0 of this policy, *Substance Abuse Evaluation and Assessment*. When a covered employee or applicant has not performed a safety-sensitive function for 90 consecutive calendar days regardless of the reason, and the covered employee has not been in the Company's random selection pool, the Company shall ensure that the covered employee takes a pre-employment test with a verified negative result. Applicants who have a DOT drug and alcohol regulation violation will be provided with a listing of substance abuse counseling and treatment resources.

### 7.2 Reasonable Suspicion Testing

All covered employees may be subject to a fitness for duty evaluation, to include appropriate urine and/or breathe testing when a supervisor(s) or other Company official(s) who is trained in detecting the signs and symptoms of prohibited drug use and alcohol misuse makes the required observations.

A trained supervisor's reasonable suspicion referral for testing will be made on the basis of documented specific, contemporaneous, articulable observations concerning the appearance, behavior, speech, and/or body odor(s) of the covered employee which are consistent with the long- or short-term effects of substance abuse.

Alcohol testing as required by 49 CFR Part 655.43 *Reasonable Suspicion Testing* is authorized

only if the required observations are made during, just preceding, or just after the period of the workday that a covered employee is required to be in compliance. The Company may direct a covered employee to undergo reasonable suspicion testing for alcohol only while the covered employee is performing safety-sensitive functions; just before the covered employee is to perform safety-sensitive functions; or just after the covered employee has ceased performing such functions. If a required alcohol test is not administered within two hours following the determination, the Company shall prepare and maintain on file a record stating the reasons the alcohol test was not promptly administered. If a required alcohol test is not administered within eight hours following the determination, the Company shall cease attempts to administer an alcohol test and shall state in the record the reasons for not administering the test.

### **7.3 Post-Accident Testing**

#### **7.3.1 When a Fatality Occurs**

All surviving covered employees operating the vehicle will be required to undergo drug and alcohol testing if they are involved in an accident with a Company vehicle that results in a fatality (regardless of whether or not the vehicle is in revenue service). The Company shall also drug and alcohol test any other covered employee whose performance could have contributed to the accident as determined by the Company using the best information available at the time of the decision.

#### **7.3.2 Under Other Circumstances**

Post-accident drug and alcohol tests will be conducted if an accident results in injuries requiring immediate transportation to a medical treatment facility or in which one or more vehicles incur disabling damage and require towing (unable to proceed in route after minor repairs) from the site unless the operator's conduct can be completely discounted as determined by the Company using the best information available at the time of the decision. This includes all covered employees who are operating the vehicles, and any other covered employees whose performance could have contributed to the accident as determined by the Company using the best information available at the time of the decision. The decision not to administer a drug and/or alcohol test shall be based on the Company's determination, using the best available information at the time of the determination that the covered employee's performance could not have contributed to the accident. Such a decision must be documented in detail, including the decision-making process used to reach the decision not to test.

#### **7.3.3 Post-accident Procedures**

When post-accident testing is required following an accident, the covered employee will be tested as soon as possible, but not to exceed eight hours for alcohol testing and 32 hours for drug testing. The Company will attempt to complete the alcohol test within two hours of the accident. If the Company is not able to obtain a urine specimen within two hours, it will document why a urine specimen was not obtained and continue attempts. After eight hours, attempts will cease and the two-hour documentation will be updated. Any covered employee involved in an accident must refrain from alcohol use for eight hours following the accident or until he or she undergoes a post-accident alcohol test whichever occurs first. Any covered employee who leaves the scene of an accident without appropriate authorization prior to submission to drug and alcohol testing will be considered to have refused the test. Accident

drug and alcohol testing will be stayed while the covered employee assists in resolution of the accident or receives medical attention following the accident.

The results of a blood, urine, or breath test for the use of prohibited drugs or alcohol misuse, conducted by Federal, State, or local officials having independent authority for the test, shall be considered to meet the requirements of 49 CFR Part 655 provided such test conforms to the applicable Federal, State, or local testing requirements, and that the test results are obtained by the Company. Such test results may be used only when the Company is unable to perform a post-accident test within the required period noted in this section.

#### 7.4 Random Testing

Covered employees will be subjected to random, unannounced immediate testing. The selection of covered employees shall be made by a scientifically valid method, such as a random-number table or a computer-based random number generator that is matched with covered employees' social security numbers, payroll identification numbers, or other comparable identifying numbers. Under the selection process used, each covered employee shall have an equal chance of being tested each time selections are made. There will be no discretion on the part of the Company in the selection and notification of individuals for testing. Covered employees will be notified of selection by the Program Manager or his or her designee and directed to the urine specimen collector. The Company shall require that each covered employee who is notified of selection for random drug or random alcohol testing proceed to the test site immediately. If the covered employee is performing a safety-sensitive function at the time of notification, the Company shall instead ensure that the covered employee ceases to perform the safety-sensitive function and proceeds to the testing site immediately. A covered employee shall only be randomly tested for alcohol misuse while the covered employee is performing safety-sensitive functions; just before the covered employee is to perform safety-sensitive functions; or just after the covered employee has ceased performing such functions. A covered employee may be randomly tested for prohibited drug use anytime while on duty. Testing will be continuous throughout the year on all days and hours during which the Company is in operation.

#### 7.5 Return-to-Duty Following a Positive Test Result and Follow-Up Testing

Covered employees who previously tested positive on a drug or alcohol test must test negative and be evaluated at their own expense and released to duty by an approved substance abuse professional pursuant to Section 10.0 of this policy, *Substance Abuse Evaluation and Assessment*, before a one-time return-to-employment opportunity may be considered. Such one-time opportunity is at the sole discretion of the Company. If approved for return to work by the Company, covered employees will be required to undergo frequent unannounced follow-up and random urine and breath tests during the period of their re-entry contract. A covered employee shall only beundergo randomly and follow-up testsed for alcohol misuse while the covered employee is performing safety-sensitive functions; just before the covered employee is to perform safety-sensitive functions; or just after the covered employee has ceased performing such functions. Such follow-up tests will be subject to the minimums described in Section 10.0 of this policy, *Substance Abuse Evaluation and Assessment*. Return-to-duty and follow-up tests will be collected under direct observation.

#### 7.6 Employee-Requested Testing

Any covered employee who questions the results of a required drug test under Sections 7.1 through 7.5 of this section may request that an additional test be conducted. This test must be conducted at a different testing laboratory. The test must be conducted on the split sample that was provided at the same time as the original sample. All costs for such testing shall be paid by the covered employee, unless the second test invalidates the original test. The method of collecting, storing, and testing the split sample will be consistent with the procedures set forth in 49 CFR Part 40. The covered employee's request for a re-test must be made to the medical review officer within 72 hours of notice of the initial test result. Requests after 72 hours will only be accepted by the medical review officer if the delay was due to documentable facts that were beyond the control of the covered employee. If the analysis of the split urine specimen fails to reconfirm the presence of the drug(s) or drug metabolites(s) found in the primary urine specimen, or if the split urine specimen is unavailable, inadequate for testing or untestable, the medical review officer shall cancel the test and report the cancellation and the reasons for it to the DOT, the Company, and the covered employee. If the analysis of the split urine specimen is reconfirmed by the second laboratory for the presence of the drug(s) or drug metabolites(s), the medical review officer shall notify the Company and covered employee of the results of the test. There is no split urine specimen testing for an invalid result.

## 8.0 CONSEQUENCES OF ENGAGING IN PROHIBITED CONDUCT

Per Company policy, the consequence of engaging in conduct addressed in Section 6.0 of this policy, *Prohibited Conduct*, is termination from employment with the Company. ~~Prior to termination, a covered employee will be informed of educational and rehabilitation programs available and a list of substance abuse professionals.~~ The covered employee has the right to review his or her drug and alcohol testing records, provide information to dispute the results, and have access to any pertinent records such as equipment calibration records and records of laboratory certification.

Subject to all provisions of Section 10.0 of this policy, *Substance Abuse Evaluation and Assessment*, and Section 11.0 of this policy, *Re-Entry Contracts*, the Company may rehire a terminated covered employee who at its sole discretion the Company has determined will contribute to the mission, goals, cohesion, productivity, and esprit de corp of the Company.

## 9.0 INFORMATION DISCLOSURE

Except as required by law, or expressly authorized or required below by 49 CFR Part 655.73 Access to Facilities and Records, the Company may not release information pertaining to a covered employee that is contained in records required to be maintained.

1. A covered employee is entitled, upon written request, to obtain copies of any records pertaining to the covered employee's use of prohibited drugs or misuse of alcohol, including any records pertaining to his or her drug or alcohol tests;
2. The Company shall permit access to all facilities utilized and records compiled in complying with the requirements of Part 655 to the Secretary of Transportation or any DOT agency with regulatory authority over the Company or any of its covered employees or to a State oversight agency authorized to oversee rail fixed guideway systems;
3. The Company shall disclose data for its drug and alcohol testing programs, and any other information pertaining to the Company's anti-drug and alcohol misuse programs required to be maintained by this part to the Secretary of Transportation or any DOT agency with regulatory authority over the Company or any of its covered employees or to a State

- oversight agency authorized to oversee rail fixed guideway systems, upon the Secretary's request or the respective agency's request;
4. When requested by the National Transportation Safety Board as part of an accident investigation, the Company shall disclose information related to its drug or alcohol testing related to the accident under investigation;
  5. Records shall be made available to a subsequent employer upon receipt of a written request from a covered employee. Subsequent disclosure by the Company is permitted only as expressly authorized by the terms of the covered employee's request;
  6. The Company may disclose information required to be maintained under Part 655 pertaining to a covered employee to the decision-maker in a lawsuit, grievance, or other proceeding initiated by or on behalf of the covered employee, and arising from the results of a drug or alcohol test under this part (including, but not limited to, a worker's compensation, unemployment compensation, or other proceeding relating to a benefit sought by the covered employee);
  7. The Company shall release information regarding a covered employee's record as directed;
  8. by the specific, written consent of the covered employee authorizing release of the information to an identified person;
  9. The Company may disclose drug and alcohol testing information required to be maintained under Part 655, pertaining to a covered employee, to the State oversight agency or grantee required to certify to FTA compliance with the drug and alcohol testing procedures of 49 CFR Parts 40 and 655.

## 10.0 SUBSTANCE ABUSE EVALUATION AND ASSESSMENT

Any covered employee who tests positive for the presence of illegal drugs or alcohol above the minimum thresholds set forth in 49 CFR Part 40 shall be evaluated by an approved substance abuse professional before returning to duty. The substance abuse professional will evaluate each covered employee to determine what assistance, the covered employee needs in resolving problems associated with prohibited substance abuse or misuse. The substance abuse evaluation and assessment will be paid for by the covered employee. Assessment by a substance abuse professional does not shield a covered employee from disciplinary action or guarantee employment, reinstatement, or consideration for reinstatement. The Company will determine the penalty for performance-based infractions and violation of policy provisions. Refer to Section 8 of this policy, *Consequences of Engaging in Prohibited Conduct*, for guidance on disciplinary measures associated with violations of this policy.

Prior to consideration to return to duty, a covered employee must properly follow and complete the rehabilitation program prescribed by the substance abuse professional, and pass a return-to-duty drug and/or alcohol test. The substance abuse professional will recommend to the Company the frequency and duration of follow-up testing. Federal regulations require a minimum of six unannounced follow-up tests with a verified negative result during the first 12 months after the covered employee returns to duty. The covered employee may be subject to follow-up testing for as long as 60 months after he or she returns to duty (labor agreements notwithstanding). The cost of any treatment or rehabilitation services will be paid directly by the covered employee or his or her insurance provider. Covered employees will be allowed to take accumulated sick leave and vacation leave to participate in the prescribed rehabilitation program.

## 11.0 RE-ENTRY CONTRACTS

Per Company policy covered employees approved by the Company for a one-time opportunity to re-

enter the workforce must agree to a re-entry contract. A refusal to test precludes a covered employee from this one-time opportunity. The re-entry contract shall include (but is not limited to):

- a) a release to work statement from an approved substance abuse professional;
- b) a negative test for drugs and/or alcohol;
- c) a statement of expected work-related behaviors;
- d) an agreement to unannounced frequent follow-up testing complying with this policy;
- e) an agreement to follow specified after-care requirements prescribed by the approved substance abuse professional; and
- f) an agreement that violation of any terms of the re-entry contract is grounds for immediate termination with no further reinstatement opportunities.

## **12.0 EDUCATION AND TRAINING**

Paratransit has established a covered education and training program including:

- a) Education which includes display and distribution to every covered employee of informational material and a list of telephone numbers for assistance; and
- b) Training for:
  - 1. Covered employees which includes at least 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms which may indicate prohibited drug use; and,
  - 2. Supervisors and/or other Company officers authorized by the Company to make reasonable suspicion determinations which includes at least 60 minutes of training on 1) the physical, behavioral, and performance indicators of probable drug use and at least 60 minutes of training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse, and 2) initiating, substantiating and documenting the referral, and covered employee intervention.

## **13.0 EFFECTS, SIGNS AND SYMPTOMS OF ALCOHOL MISUSE AND METHODS OF INTERVENTION**

### **13.1 Effects on Health, Work and Personal Life:**

- a) nutritional deficiencies and sleeping difficulty;
- b) impaired short-term memory;
- c) inability to concentrate;
- d) physical and psychological dependence;
- e) brain and nervous system damage;
- f) liver damage;
- g) digestive problems (gastric ulcer);
- h) higher likelihood of stroke, coronary problems in general, and several forms of cancer;
- i) disease of pancreas and kidneys;
- j) birth defects in children of heavy drinking women;

- k) impaired reaction time and motor skills;
- l) tendency to take unnecessary risks;
- m) possibility of reacting with anger toward other motorists;
- n) euphoric high followed by a period of stuporous inactivity;
- o) impairment in social functioning;
- p) low frustration tolerance;
- q) anxiety;
- r) isolation;
- s) violent mood swings;
- t) manipulation of others; and
- u) over-sensitivity.

### **13.2 Signs and Symptoms:**

- a) alcohol odor on breath;
- b) initial stimulation followed by depressed nervous system;
- c) flushed skin;
- d) glazed appearance of eyes;
- e) slowed reaction time;
- f) confused or slurred speech;
- g) swayed or staggered gait; and
- h) absenteeism, particularly at the beginning of the week.

### **13.3 Methods of Intervention:**

Supervisors are responsible and accountable for assuring that covered employees under their supervision are fit to perform their duties safely. Supervisors are trained to intervene by:

- a) identifying patterns of deteriorating job performance by the presence of progressive violations of policy;
- b) documenting, in writing, the observed signs of change in a covered employee's work pattern as it relates to policy violations;
- c) confirming a pattern of impaired judgment or performance over a period of time—all of which is documented; and
- d) confronting the covered employee by addressing his or her unacceptable work performance in a constructive way.

Constructive confrontation includes the following and provides the covered employee with an opportunity to become productive again:

- a) documentation of what constitutes an acceptable level of performance;
- b) the amount of time to achieve improvement before disciplinary action is taken;

- c) a list of resources for the covered employee to use at his or her discretion which may provide assistance in improving performance; and
- d) a progress review date.

#### 14.0 PROGRAM MANAGER

Anyone with questions regarding this policy should contact the following Company representative who functions as the Program Manager and Designated Employer Representative (DER) for purposes of implementing and administering this policy:

Chris M. Brown, SHRM-SCP, SPHR  
~~Director of Human Resources~~ Chief Administrative Officer  
2501 Florin Road  
Sacramento, CA 95822  
Telephone: 916-429-2009 extension 7384



PARATRANSIT, INC.  
APPENDIX A

Safety-Sensitive Positions

Chief Operating Officer  
Director of Operations  
~~Director of Strategic Initiatives and Mobility Programs~~  
Operations and Training Manager  
Transportation Operations Assistant Manager  
~~Transportation Operations Assistant~~  
Transportation Operations Supervisor  
~~Transportation Operations Specialist~~  
~~Scheduling Coordinator~~  
Maintenance Manager  
Maintenance Shift Supervisor  
Transportation Operations Trainer  
~~Communications Dispatcher~~  
Service Advisor  
Service Writer  
Mechanic A  
Mechanic B  
Mechanic C  
Maintenance Coordinator  
Inventory Control Clerk  
Service Assistant/Fueler  
Utility Worker  
Temporary Covered Employee  
Vehicle Operator

**PARATRANSIT, INC.  
APPENDIX B**

**Glossary of Terms**

**ACCIDENT:** An occurrence associated with the operation of a vehicle, if as a result: 1) an individual dies; or 2) an individual suffers bodily injury and immediately receives medical treatment away from the scene of the accident; or 3) with respect to an occurrence in which the public transit vehicle involved is a bus, electric bus, van, or automobile, one or more vehicles (including non-FTA funded vehicles) incurs disabling damage as the result of the occurrence and such vehicle or vehicles are transported away from the scene by a tow truck or other vehicle; or 4) with respect to an occurrence in which the public transit vehicle involved is a rail car, trolley car, trolley bus, or vessel, the public transit vehicle is removed from operation.

**ADULTERATED URINE SPECIMEN:** A specimen that has been altered, as evidenced by test results showing either a substance that is not a normal constituent for that type of specimen or showing an abnormal concentration of an endogenous substance.

**ALCOHOL:** The intoxicating agent in beverage alcohol, ethyl alcohol, or other low molecular weight alcohols including methyl or isopropyl alcohol.

**ALCOHOL CONCENTRATION:** The alcohol in a volume of breath expressed in terms of grams of alcohol per 210 liters of breath as indicated by a breath test.

**ALCOHOL CONFIRMATION TEST:** A subsequent test using an EBT, following a screening test with a result of 0.02 or greater, that provides quantitative data about the alcohol concentration.

**ALCOHOL SCREENING TEST:** An analytic procedure to determine whether a covered employee may have a prohibited concentration of alcohol in a breath specimen.

**ALCOHOL USE:** The consumption of any beverage, mixture, or preparation, including any medication, containing alcohol.

**ALIQUOT:** A fractional part of a urine specimen used for testing. It is taken as a sample representing the whole urine specimen.

**BREATH ALCOHOL TECHNICIAN (BAT):** The breath alcohol technician shall be trained to proficiency in the operation of the Evidentiary Breath Test (EBT) instrument he or she is using, and in the alcohol testing procedures. BATs are the qualified personnel to administer the EBT test on covered employees.

**CANCELED TEST:** A drug or alcohol test that has a problem identified that cannot be or has not been corrected, or which 49 CFR Part 40 otherwise requires to be canceled. A canceled test is neither a positive nor a negative test.

**CHAIN OF CUSTODY:** Procedures to account for the integrity of each urine specimen by tracking its handling and storage from point of collection to final disposition.

**COLLECTION SITE:** A place designated by the Company where individuals present themselves for the purpose of providing a specimen of either urine and/or breath. The collection site shall have all necessary personnel, materials, equipment, facilities and supervision to provide for the collection, security, temporary storage, and shipping or transportation of urine specimens to a certified drug testing laboratory.

**CONFIRMATION DRUG TEST:** A second analytical procedure performed on a different aliquot of the original specimen to identify and quantify the presence of a specific drug or drug metabolite.

**CONFIRMED DRUG TEST:** A confirmation test result received by a medical review officer from a laboratory.

**CONFIRMATION VALIDITY TEST:** A second test performed on a different aliquot of the original urine specimen to further support a validity test result.

**COVERED EMPLOYEE:** Any person, including a volunteer, applicant, or transferee, who is designated in a DOT agency regulation as subject to drug testing and/or alcohol testing. The term includes individuals currently performing safety-sensitive functions designated in DOT agency regulations and applicants for employment subject to pre-employment testing. A volunteer is a covered employee if: 1) the volunteer is required to hold a commercial driver's license to operate the vehicle; or 2) the volunteer performs a safety-sensitive function for an entity subject to 49 CFR Parts 40 and 655 and receives remuneration in excess of his or her actual expenses incurred while engaged in the volunteer activity.

**DEPARTMENT OF TRANSPORTATION (DOT):** This term encompasses all DOT agencies, including, but not limited to, the United States Coast Guard, the Federal Aviation Administration, the Federal Railroad Administration, the Federal Motor Carrier Safety Administration, the Federal Transit Administration, the National Highway Traffic Safety Administration, the Research and Special Programs Administration, and the Office of the Secretary. These terms include any designee of a DOT agency.

**DESIGNATED EMPLOYER REPRESENTATIVE (DER):** An employee authorized by the Company to take immediate action(s) to remove covered employees from safety-sensitive duties or cause covered employees to be removed from these covered duties, and to make required decisions in the testing and evaluation process. The DER also receives test results and other communications for the Company, consistent with the requirements of 49 CFR Parts 40 and 655.

**DILUTE URINE SPECIMEN:** A urine specimen with creatinine and specific gravity values that are lower than expected for human urine.

**DISABLING DAMAGE:** Damage that precludes departure of a motor vehicle from the scene of the accident in its usual manner in daylight after simple repairs.

- (1) Inclusion: Damage to a motor vehicle where the motor vehicle could have been driven, but would have been further damaged if so driven.
- (2) Exclusions:
  - (i) Damage that can be remedied temporarily at the scene of the accident without special tools or parts.
  - (ii) Tire disablement without damage even if no spare tire is available.
  - (iii) Headlamp or tail light damage.

(iv) Damage to turn signals, horn or windshield wipers, which makes the vehicle inoperable

**DRUG METABOLITE:** The specific substance produced when the human body metabolizes a given prohibited drug as it passes through the body and is excreted in urine.

**EVIDENTIAL BREATH TESTING INSTRUMENT (EBT):** A device approved by the National Highway Traffic Safety Administration for the evidential testing of breath at the 0.02 and 0.04 alcohol concentrations, placed on NHTSA's Conforming Products List (CPL) for "Evidential Breath Measurement Devices" and identified on the CPL as conforming with the model specifications available from NHTSA's Traffic Safety Program.

**FEDERAL TRANSIT ADMINISTRATION (FTA):** An agency of the U. S. Department of Transportation.

**FOLLOW-UP TEST:** A minimum of six unannounced drug and/or alcohol tests in a 12-month period, as directed by a substance abuse professional, are required of each employee who returns to duty after a required evaluation. After that period of time, the substance abuse professional may recommend to the Company the frequency and duration of follow-up testing, provided that the follow-up testing period ends 60 months after the covered employee returns to duty.

**INITIAL DRUG TEST** (also known as a "Screening drug test"): The test used to differentiate a negative specimen from one that requires further testing for drugs or drug metabolite.

**INITIAL SPECIMEN VALIDITY TEST:** The first test used to determine if a urine specimen is adulterated, diluted, or substituted or invalid.

**INVALID DRUG TEST:** The result reported by an HHS-certified laboratory in accordance with the criteria established by HHS Mandatory Guidelines when a positive, negative, adulterated, or substituted result cannot be established for a specific drug or specimen validity test.

**LABORATORY:** Any U.S. laboratory certified by HHS under the National Laboratory Certification Program as meeting the minimum standards of Subpart C of the HHS Mandatory Guidelines for Federal Workplace Drug Testing Programs; or, in the case of foreign laboratories, a laboratory approved for participation by DOT under this part.

**LIMIT OF DETECTION (LOD):** The lowest concentration at which a measurand can be identified, but (for quantitative assays) the concentration cannot be accurately calculated.

**LIMIT OF QUANTITATION:** For quantitative assays, the lowest concentration at which the identity and concentration of the measurand can be accurately established.

**MEDICAL REVIEW OFFICER (MRO):** A licensed physician responsible for receiving laboratory results generated by the Company's drug testing program who has knowledge of substance abuse disorders and has appropriate medical training to interpret and evaluate an individual's confirmed positive test result together with his or her medical history and any other relevant biomedical information.

**NEGATIVE RESULT:** The result reported by an HHS-certified laboratory to an MRO when a specimen contains no drug or the concentration of the drug is less than the cutoff concentration for the drug or drug class and the specimen is a valid specimen.

**NON-NEGATIVE URINE SPECIMEN:** A urine specimen that is reported as adulterated, substituted, positive (for drug(s) or drug metabolite(s)).

**OXIDIZING ADULTERANT:** A substance that acts alone or in combination with other substances to oxidize drugs or drug metabolites to prevent the detection of the drug or drug metabolites, or affects the reagents in either the initial or confirmatory drug test.

**POSITIVE RESULT:** The result reported by an HHS-certified laboratory when a specimen contains a drug or drug metabolite equal to or greater than the cutoff concentrations.

**POST ACCIDENT TEST:** A prohibited substance test administered to a covered employee when a motor vehicle accident has occurred and the covered employee performed a function which either contributed to the accident or could not be completely discounted as a contributing factor in the accident, or the accident results in a fatality whether or not the covered employee can be completely discounted as a contributing factor in the accident.

**PRE-EMPLOYMENT TEST:** a) A prohibited substance test given to an applicant or a non covered employee who is being considered for a safety-sensitive position. The applicant or non-covered employee must be informed of the purpose for the test prior to the actual event.

**PRIMARY URINE SPECIMEN:** In drug testing, the urine specimen bottle that is opened and tested by a first laboratory to determine whether the covered employee has a drug or drug metabolite in his or her system, and for the purpose of validity testing. The primary urine specimen is distinguished from the split urine specimen.

**PROGRAM MANAGER:** The person designated by the Company to answer covered employee questions about the anti-drug and alcohol misuse program.

**PROHIBITED DRUG:** Marijuana, cocaine, opioids, amphetamines, or phencyclidine.

**PROHIBITED SUBSTANCE:** Under this program prohibited substance shall be used synonymous to drug abuse and/or alcohol misuse and refers to the definition of the foregoing terms "Alcohol" and "Prohibited Drug."

**RANDOM TEST:** A prohibited substance test given annually to a predetermined percentage of covered employees who perform in safety-sensitive functions and who are selected on a scientifically-defensible random and unannounced basis.

**REASONABLE SUSPICION TEST:** A prohibited substance test given to a current covered employee who is reasonably suspected by a trained supervisory employee of using prohibited drug or misusing alcohol.

**RECONFIRMED:** The result reported for a split specimen when the second laboratory is able to corroborate the original result reported for the primary specimen.

**REJECTED FOR TESTING:** The result reported by an HHS-certified laboratory when no tests are performed for a specimen because of a fatal flaw or a correctable flaw that is not corrected.

**RETURN-TO-DUTY TEST:** An initial drug and/or alcohol test prior to return to duty given to eligible covered employees who previously tested positive. This test is also required prior to return to duty of an individual who has refused to take a test required by the FTA rule.

**SAFETY-SENSITIVE EMPLOYEES:** Those employees who perform safety-sensitive functions for the Company.

**SAFETY-SENSITIVE FUNCTION:** Any of the following duties:

- operating a revenue service vehicle, including when not in revenue service;
- operating a non-revenue service vehicle when required to be operated by a holder of a Commercial Driver's License;
- controlling dispatch or movement of a revenue service vehicle; and
- maintaining a revenue service vehicle or equipment used in revenue service, unless the recipient receives FTA Section 18 funding and contracts out such services.

**SPLIT URINE SPECIMEN:** In drug testing, a part of the urine specimen that is sent to a first laboratory and retained unopened, and which is transported to a second laboratory in the event that the covered employee requests that it be tested following a verified positive test of the primary urine specimen or a verified adulterated or substituted test result.

**SPLIT SPECIMEN COLLECTION:** A collection in which the urine collected is divided into two separate specimen bottles, the primary specimen (Bottle A) and the split specimen (Bottle B).

**SUBSTITUTED URINE SPECIMEN:** A urine specimen with creatinine and specific gravity values that are so diminished that they are not consistent with normal human urine.

**SUBSTANCE ABUSE PROFESSIONAL (SAP):** A licensed physician (medical doctor or doctor of osteopathy); or a licensed or certified psychologist, social worker, or employee assistance professional; or a state-licensed or certified marriage and family therapist; or a drug and alcohol counselor certified by an organization listed at <https://www.transportation.gov/odapc/sap.addiction-counselor> (certified by the National Association of Alcoholism and Drug Abuse Counselors Certification Commission or by the International Certification Reciprocity Consortium/Alcohol and Other Drug Abuse.) All must have knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substance-related disorders.

**VERIFIED TEST:** A drug test result or validity testing result from an HHS-certified laboratory that has undergone review and final determination by the Medical Review Officer.

PARATRANSIT, INC.  
APPENDIX C

The Department of Health and Human Services establishes the minimum threshold levels for each of the five drugs tested for under USDOT testing programs including the FTA. The current cutoff levels are as follows:

Initial Test Analyte	Initial Test Cutoff Concentration <sup>1</sup>	Confirmatory Test Analyte	Confirmatory Test Cutoff Concentration
Marijuana Metabolites (THCA) <sup>2</sup>	50 ng/mL <sup>3</sup>	THCA	15 ng/mL
Cocaine Metabolite (Benzoyllecgonine)	150 ng/mL <sup>3</sup>	Benzoyllecgonine	100 ng/mL
Opioid Metabolites			
Codeine/ Morphine	2000 ng/mL	Codeine Morphine	2000 ng/mL 2000 ng/mL
Hydrocodone/ Hydromorphone	300 ng/mL	Hydrocodone Hydromorphone	100 ng/mL 100 ng/mL
Oxycodone/ Oxymorphone	100 ng/mL	Oxycodone Oxymorphone	100 ng/mL 100 ng/mL
6-Acetylmorphine	10 ng/mL	6-Acetylmorphine	10 ng/mL
Phencyclidine	25 ng/mL	Phencyclidine	25 ng/mL
Amphetamines			
Amphetamine/ Methamphetamine	500 ng/mL	Amphetamine Methamphetamine	250 ng/mL 250 ng/mL
MDMA <sup>4</sup> / MDA <sup>5</sup>	500 ng/mL	MDMA MDA MDEA	250 ng/mL 250 ng/mL 250 ng/mL

<sup>1</sup>For grouped analytes (i.e., two or more analytes that are in the same drug class and have the same initial test cutoff):

**Immunoassay:** The test must be calibrated with one analyte from the group identified as the target analyte. The cross-reactivity of the immunoassay to the other analyte(s) within the group must be 80 percent or greater; if not, separate immunoassays must be used for the analytes within the group.

**Alternate technology:** Either one analyte or all analytes from the group must be used for calibration, depending on the technology. At least one analyte within the group must have a concentration equal to or greater than the initial test cutoff or, alternatively, the sum of the analytes present (i.e., equal to or greater than the laboratory’s validated limit of quantification) must be equal to or greater than the initial test cutoff.

<sup>2</sup>An immunoassay must be calibrated with the target analyte, Delta-9-tetrahydrocannabinol-9-carboxylic acid (THCA).

<sup>3</sup>Alternate technology (THCA and Benzoylecgonine): When using an alternate technology initial test for the specific target analytes of THCA and Benzoylecgonine, the laboratory must use the same cutoff level for the initial and confirmatory tests (i.e., 15 ng/mL for THCA and 100 ng/mL for Benzoylecgonine).

<sup>4</sup>Methylenedioxyamphetamine (MDMA)

<sup>5</sup>Methylenedioxyamphetamine (MDA)

These cutoff levels are subject to change by the Department of Health and Human Services as advances in technology or other considerations warrant identification of these substances at other concentrations.



**PARATRANSIT, INC.  
APPENDIX D**

**MEDICAL REVIEW:  
OFFICER**

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26 Grant Blvd, Suite 500  
Kansas City, MO 64108  
Phone: 844-730-7996  
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**LABORATORY:**

Clinical Reference Laboratory  
8433 Quivira Road  
Lenexa, Kansas 66215  
(800) 445-6917

**SUBSTANCE ABUSE  
PROFESSIONAL(S):**

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(916) 256-8714

Olga Birgans, LAADC, CADC-II, SUDCC IV-CS, ICAADC  
2701 Cottage Way, Suite 7  
Sacramento, California 95825  
(916) 802-7412

Federal Regulations require covered employees (including an applicant) with a verified positive drug test result, a verified alcohol test with a concentration of 0.04 or greater or who refuse to submit to a drug test be advised of the resources available in evaluating and resolving problems associated with prohibited drug use, including the names, addresses and telephone numbers of substance abuse professionals (SAP) and counseling and treatment programs. If you choose to use the information provided, you must first contact a substance abuse professional who will perform an evaluation to determine whether you are in need of assistance in resolving problems associated with prohibited drug use. The substance abuse professional will then refer you to a counseling and treatment program.

### SUBSTANCE ABUSE PROFESSIONALS

Dellena Hoyer, LAADC, ICCADC II  
2110 K Street  
Sacramento, California 95816  
(916) 213-4640

Ron Smith, ICRC, APCC  
9093 Elk Grove Boulevard, Suite 204  
Elk Grove, California 95624  
(916) 399-3047

Graham Sargent, CADC-II, ICADC  
3102 O Street, Suite 6  
Sacramento, California 95816  
(916) 891-1479

Pamela Maxwell, ICRC  
3626 Fair Oaks Boulevard  
Sacramento, California 95864  
(916) 206-1721

Dana Martinez, CADC-II, ICADC  
2129 Hacienda Way, Suite G  
Sacramento, California 95825  
(916) 704-6980

Rod Fields, ICRC  
2740 Fulton Avenue, Suite 124  
Sacramento, California 95821  
(916) 256-8714

Olga Birgans, LAADC, CADC-II,  
SUDCC IV-CS, ICAADC  
2701 Cottage Way, Suite 7  
Sacramento, California 95825  
(916) 802-7412

Robert Collins, NAADAC, ICRC  
5325 Elkhorn Boulevard  
Sacramento, California 95824  
(530) 564-7346

### SUBSTANCE ABUSE COUNSELING AND TREATMENT RESOURCES

Kaiser Permanente  
Chemical Dependency  
and Recovery Program  
9324 West Stockton Boulevard  
Elk Grove, California 95758  
(916) 525-6100

Kaiser Permanente  
Chemical Dependency  
and Recovery Program  
2829 Watt Avenue  
Sacramento, California 95821  
(916) 482-1132

### HOTLINES/SUPPORT GROUPS

National Council on Alcoholism  
and Drug Dependence  
1440 Ethan Way, Suite 101  
Sacramento, California 95825  
(916) 922-9217

Sacramento County Drug  
and Alcohol Services  
3321 Power Inn Road, Suite 120  
Sacramento, California 95826  
(916) 874-9754

~~Central California Fellowship~~ National Council on Alcoholism SAMHSA  
National Helpline And Drug Dependence Hopeline (800) 662-  
~~of Alcoholics Anonymous~~ 4357  
~~9960 Business Park Drive, Suite 110~~ (800) 622-2255  
~~Sacramento, CA 95827~~  
~~(916) 454-1100~~

~~SAMHSA National Helpline~~  
~~(800) 662-4357~~

**PARATRANSIT, INC.  
CERTIFICATION OF TRAINING**

Paratransit, Inc. certifies that training conducted under the Federal Transit Administration (FTA) Drug and Alcohol Testing Regulations 49 CFR Parts 40 and 655 complies with the requirements for that training which includes:

- a) Education which includes display and distribution to every covered employee of informational material and a list of telephone numbers for employee assistance; and
- b) Training for:
  - 1. covered employees which includes at least 60 minutes of training on the effects and consequences of prohibited drug use on personal health, safety, and the work environment, and on the signs and symptoms which may indicate prohibited drug use; and,
  - 2. supervisors and/or other company officers authorized by the Company to make reasonable suspicion determinations which includes at least 60 minutes of training on 1) the physical, behavioral, and performance indicators of probable drug use and at least 60 minutes of training on the physical, behavioral, speech, and performance indicators of probable alcohol misuse, and 2) initiating, substantiating and documenting the referral, and employee intervention.

# ACKNOWLEDGEMENT

I have received a copy of Paratransit, Inc.'s Drug and Alcohol Testing Policy amended ~~November 21, 2022~~ June 19, 2023.

\_\_\_\_\_  
Employee's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Employee's Printed Name



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 9A**

**AGENDA TITLE:** Adopt Resolution 07-23 Adopting the Paratransit, Inc. Fiscal Year 2023-24 Operating and Capital Budget

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Tiffani M. Fink, Chief Executive Officer  
Dr. Lisa Cappellari, Chief Financial Officer

---

**RECOMMENDED ACTION:**

Adopt Resolution 07-23 adopting the Paratransit, Inc Fiscal Year 2023-24 Operating and Capital Budget.

**BACKGROUND AND DISCUSSION:**

Paratransit, Inc presents for consideration the draft Fiscal Year 2023-24 Operating and Capital Budget. This budget reflects the organizational changes that occurred with the transition of Americans with Disabilities Act and Non- ADA (Expanded and Enhanced Service) to Sacramento Regional Transit District, as well as the addition of our new Food Access and Delivery Programs. All revenues for TDA and STA reflect the funding split that was adopted which allocates 30% of the LTF funds for CTSA's to Paratransit, Inc and 30% of the Measure A funds for Senior and Disabled Services to Paratransit, Inc. In addition, we continue to utilize the carryover of stimulus funding and an enhancement of Measure A from Years 1-10 and expect our operations to continue to grow during this fiscal year.

It is to note that in unlike traditional transit agencies who are still experiencing significant ridership declines related to COVID-19, our revenue forecasts for our major sources of income remain strong and show growth in the upcoming year due to growing demand for our service offerings. In addition, contracted maintenance services continue to increase in demand and revenue.

Staff will continue to monitor the financial projections as the fiscal year unfolds and will provide updates during the fiscal year. We expect to end the current fiscal year balanced. In addition, it is to note that there are still some outstanding grant applications and proposals under consideration. None of those potential revenues are included in this budget.

**FISCAL IMPACT:**

These revenues are included as part of the Fiscal Year 2023-24 Budget and will be used to fund activities of the CTSA.

**ATTACHMENTS:**

1. Resolution 07-23
2. Fiscal Year 2023-24 Operating and Capital Budget



**RESOLUTION NO. 07-23  
RESOLUTION ADOPTING THE PARATRANSIT, INC.  
FISCAL YEAR 2022-23 OPERATING AND CAPITAL BUDGET**

**WHEREAS**, the final draft of the Fiscal Year 2023-24 Operating Budget for Paratransit, Inc. as prepared by Paratransit, Inc. staff has been determined to be in the best interest of the Corporation by its duly constituted Board of Directors, and

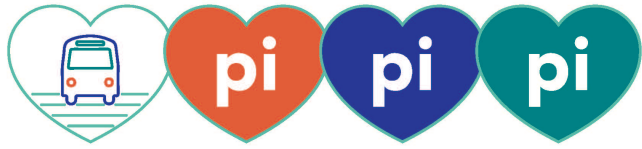
**WHEREAS**, the Board of Directors considered the recommendation to adopt the final draft of the Fiscal Year 2023-24 Operating and Capital Budget after full consideration at the June 19, 2023 meeting of the Board of Directors,

**NOW, THEREFORE BE IT RESOLVED** that the Board of Directors of Paratransit, Inc. does hereby adopt the Paratransit, Inc. Fiscal Year 2023-24 Operating and Capital Budget as presented.

---

Patrick Hume, President  
Paratransit, Inc. Board of Directors  
Dated: June 19, 2023





**PARATRANSIT, INC.**



**PI SOLUTIONS**

EMPOWERED BY PARATRANSIT

# **Fiscal Year 2024 Operating and Capital Budget**

# BOARD OF DIRECTORS

Patrick Hume, President

Kim Tucker, Vice President

Jim Alves, Secretary/ Treasurer

Julia Burrows

Alice Kimble

Leigh White

# EXECUTIVE STAFF

Tiffani M. Fink, Chief Executive Officer

Dr. Lisa Cappellari, Deputy Executive Director/Chief Financial Officer

Gary Vickers, Chief Operating Officer

Christine Brown, Chief Administrative Officer

Alicia Brown, Director of Strategic Initiative and Mobility Options

Jesse Isaacson, Director of Information Technology

Jamilia Lee, Director of Human Resources

Amy Parkin, Director of Operations

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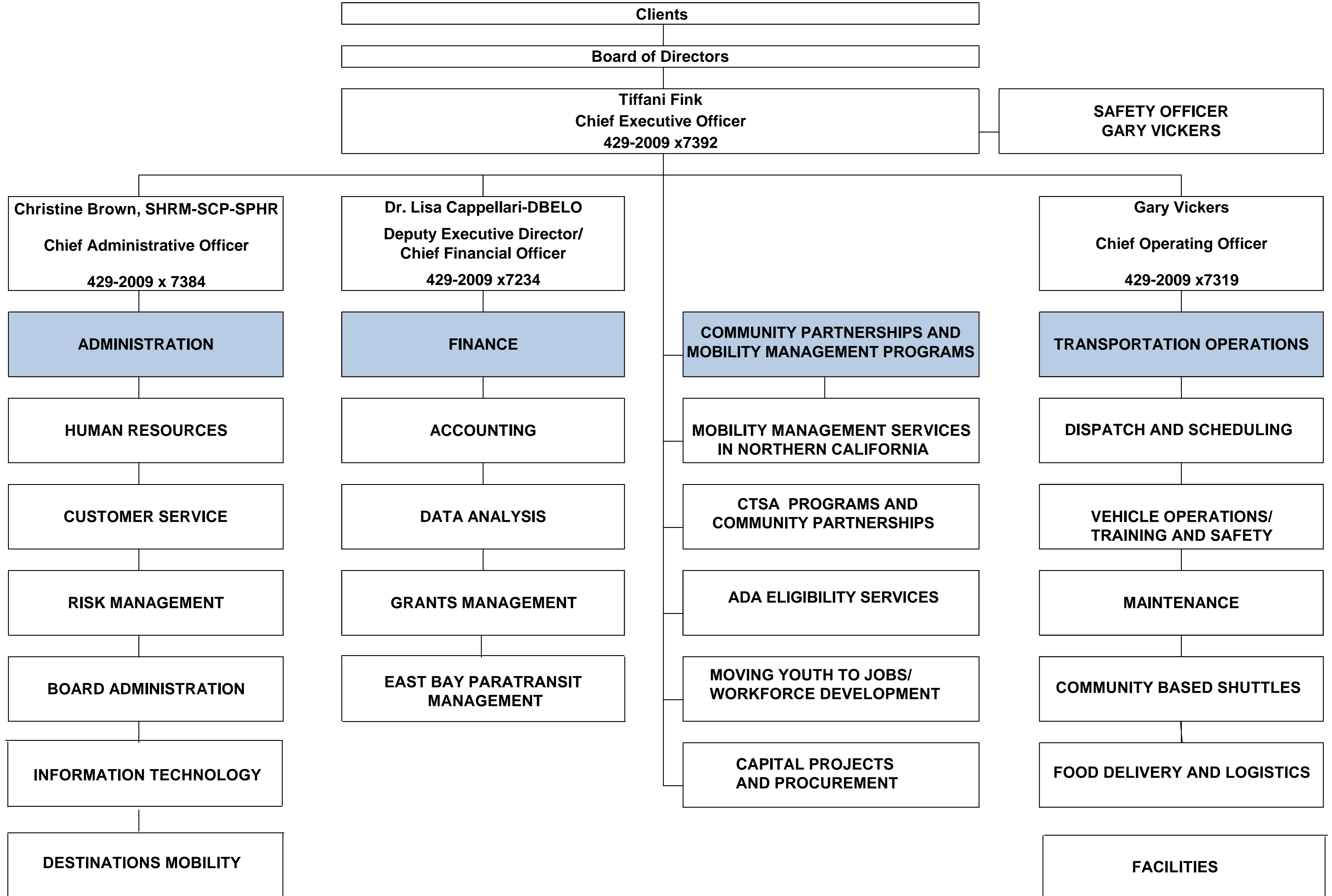
Driving Center

Safety and Training Center

Food Delivery and Logistics Services

Community Based Shuttles (Food and Healthcare)

**Fiscal Year 2023/24  
PARATRANSIT, INC. ORGANIZATIONAL CHART**



**PARATRANSIT, INC. ORGANIZATIONAL CHART**

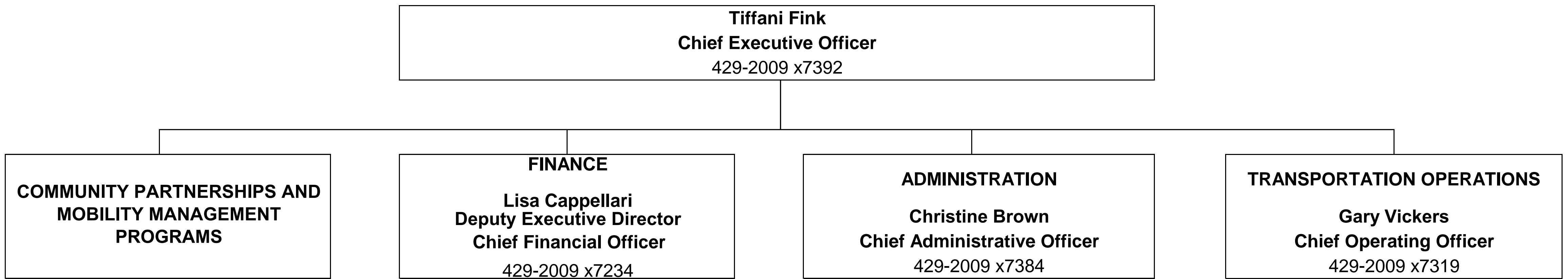
**Tiffani Fink**  
**Chief Executive Officer**  
429-2009 x7392

**COMMUNITY PARTNERSHIPS AND  
MOBILITY MANAGEMENT  
PROGRAMS**

**FINANCE**  
**Lisa Cappellari**  
**Deputy Executive Director**  
**Chief Financial Officer**  
429-2009 x7234

**ADMINISTRATION**  
**Christine Brown**  
**Chief Administrative Officer**  
429-2009 x7384

**TRANSPORTATION OPERATIONS**  
**Gary Vickers**  
**Chief Operating Officer**  
429-2009 x7319



# Paratransit, Inc. FY23/24 Budget

5/30/2023

## REVENUE

<b>OPERATING REVENUE:</b>	<b>FY24 Budget</b>
Measure A - Senior/Disabled Service	2,331,743
Measure A - Neighborhood Shuttle	185,000
TDA 4.5	1,526,369
Contracted Services	4,943,736
SacRT Go Contracts	1,041,594
Federal Grants	526,279
Local Grants	145,000
SACOG - ARPA - Mode Shift	150,000
SACOG - ARPA - Shuttles	250,000
Travel Training Revenue	16,991
Maintenance Fees	677,323
Fuel Sales	488,227
East Bay Paratransit/AC Transit/BART	225,000
Destinations Mobility Rental Income	120,000
Diversified Services	202,601
Op Revenue Applied To Capital	(662,994)
<b>TOTAL OPERATING REVENUE</b>	<b>12,166,869</b>
<b>CAPITAL REVENUE:</b>	
10 New Vehicles	1,100,000
Applied Operating Revenue	662,994
<b>TOTAL CAPITAL REVENUE</b>	<b>1,762,994</b>
<b>TOTAL REVENUE</b>	<b>13,929,863</b>

# Paratransit, Inc. FY23/24 Budget

5/30/2023

REVENUE	Transportation Operations	Mobility Management	Maintenance	CTSA Programs	Total
<b>OPERATING REVENUE:</b>					
Measure A - Senior/Disabled Service		308,700		2,023,043	2,331,743
Measure A - Neighborhood Shuttle		185,000			185,000
TDA 4.5		266,266		1,260,103	1,526,369
Contracted Services	4,943,736	-			4,943,736
SacRT Go Contracts			1,041,594		1,041,594
Federal Grants	26,279	500,000			526,279
Local Grants		125,000			125,000
SACOG - ARPA - Mode Shift	150,000				150,000
SACOG - ARPA - Shuttles	250,000				250,000
Travel Training Revenue		10,763			10,763
Maintenance Fees			677,323		677,323
Fuel Sales	330,301		127,888	30,038	488,227
East Bay Paratransit/AC Transit/BART		224,855			224,855
Destinations Mobility Rental Income			120,000		120,000
Diversified Services	38,321	190,652			228,974
Op Revenue Applied To Capital	(662,994)				(662,994)
<b>TOTAL OPERATING REVENUE</b>	<b>5,075,644</b>	<b>1,811,237</b>	<b>1,966,805</b>	<b>3,313,184</b>	<b>12,166,869</b>
<b>CAPITAL REVENUE:</b>					
10 New Vehicles				1,100,000	1,100,000
Applied Operating Revenue	662,994				662,994
<b>TOTAL CAPITAL REVENUE</b>	<b>662,994</b>	<b>-</b>	<b>-</b>	<b>1,100,000</b>	<b>1,762,994</b>
<b>TOTAL REVENUE</b>	<b>5,738,638</b>	<b>1,811,237</b>	<b>1,966,805</b>	<b>4,413,184</b>	<b>13,929,863</b>



# Paratransit, Inc. FY23/24 Budget

5/30/2023

## OPERATING EXPENSE

<b>PERSONNEL:</b>	<b>FY24 Budget</b>
Transportation Operations	
Vehicle Operators	1,395,346
Training Center	164,894
Operations Administration	531,718
Dispatch Center	298,182
Maintenance Operations	1,130,642
Administration	936,451
Information Technology	210,683
Mobility Management	420,677
Fringe Benefits	2,194,558
Workers' Compensation	252,395
<b>TOTAL PERSONNEL</b>	<b>7,535,545</b>

## FLEET OPERATIONS:

Fuel	1,554,516
Vehicle Insurance	556,857
Cost of Maintenance Parts & Sublet Service	459,346
<b>TOTAL FLEET OPERATIONS</b>	<b>2,570,718</b>

## NONPERSONNEL:

Professional Services	684,688	Attorneys, Media, Recruiting, Auditors, Software
Contracted Staffing	278,200	Grant Writer, EBP Staff
Outside Services	211,366	Security, Pest, Lab, Shredding
Rent/Repair	172,124	DM repairs, Facility repairs
Office Expense	195,930	
Interest Expense	78,704	
Telephone/Utilities	270,550	
Tax/License/Dues/Permits	97,205	
Travel	20,216	
Professional Development	51,625	
<b>TOTAL NONPERSONNEL</b>	<b>2,060,606</b>	
<b>TOTAL OPERATIONS EXPENSE</b>	<b>12,166,869</b>	

## CAPITAL PROJECTS:

FY24 10 New Vehicles	1,183,027
Florin Road Facility	106,021
iPads & Software for Vehicles	88,000
Vehicle Acquisition Project	265,669
Facility Reserve	90,276
Office Furniture & Equipment	10,000
Network & Telecommunications	10,000
Maintenance Equipment	10,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>1,762,994</b>
<b>TOTAL OPERATING AND CAPITAL EXPENSE</b>	<b>13,929,863</b>

## NET INCOME

-

# Paratransit, Inc. FY23/24 Budget

5/30/2023

EXPENSE	Transportation Operations	Mobility Management	Maintenance	CTSA Programs	Total
<b>OPERATING EXPENSE</b>					
<b>PERSONNEL:</b>					
Transportation Operations					
Drivers	739,533			655,813	1,395,346
Training Center	87,394			77,500	164,894
Operations Administration	281,810			249,907	531,718
Dispatch Center	158,036			140,145	298,182
Maintenance Operations	381,276		665,314	84,052	1,130,642
Administration	415,217	61,262	147,814	312,158	936,451
Information Technology	93,415	13,783	33,255	70,229	210,683
Mobility Management	64,159	293,189	7,952	55,377	420,677
Fringe Benefits	925,906	174,022	440,116	654,513	2,194,558
Workers' Compensation	120,221	2,818	36,772	92,584	252,395
<b>TOTAL PERSONNEL</b>	<b>3,266,969</b>	<b>545,073</b>	<b>1,331,224</b>	<b>2,392,279</b>	<b>7,535,545</b>
<b>FLEET OPERATIONS:</b>					
Fuel	823,893	730,623			1,554,516
Insurance	295,134	261,723			556,857
Cost of Parts & Sublet Service	154,901		270,297	34,148	459,346
<b>TOTAL FLEET OPERATIONS</b>	<b>1,273,928</b>	<b>992,345</b>	<b>270,297</b>	<b>34,148</b>	<b>2,570,718</b>
<b>NONPERSONNEL:</b>					
Professional Services	303,586	44,792	108,075	228,235	684,688
Contracted Staffing	123,352	18,200	43,913	92,735	278,200
Outside Services	93,718	13,827	33,363	70,458	211,366
Rent/Repair	76,319	11,260	27,169	57,376	172,124
Office Expense	86,874	12,818	30,927	65,311	195,930
Interest Expense	34,897	5,149	12,423	26,235	78,704
Telephone/Utilities	119,960	17,699	42,705	90,186	270,550
Tax/License/Dues/Permits	43,100	6,359	15,343	32,403	97,205
Travel	8,964	1,323	3,191	6,738	20,216
Professional Development	22,890	3,377	8,149	17,209	51,625
<b>TOTAL NONPERSONNEL</b>	<b>913,660</b>	<b>134,804</b>	<b>325,258</b>	<b>686,884</b>	<b>2,060,606</b>
<b>TOTAL OPERATIONS EXPENSE</b>	<b>5,454,557</b>	<b>1,672,222</b>	<b>1,926,779</b>	<b>3,113,311</b>	<b>12,166,869</b>
<b>CAPITAL PROJECTS:</b>					
FY24 10 New Vehicles				1,183,027	1,183,027
Florin Road Facility	47,009	6,936	16,735	35,341	106,021
iPads & Software for Vehicles	44,000			44,000	88,000
Vehicle Acquisition Project	140,804	124,865			265,669
Facility Reserve	40,028	5,906	14,250	30,092	90,276
Office Furniture & Equipment	4,434	654	1,578	3,334	10,000
Network & Telecommunications	4,434	654	1,578	3,334	10,000
Maintenance Equipment	3,372		5,884	744	10,000
<b>TOTAL CAPITAL PROJECTS</b>	<b>284,081</b>	<b>139,015</b>	<b>40,025</b>	<b>1,299,873</b>	<b>1,762,994</b>
<b>TOTAL OPERATING AND CAPITAL EXPENSE</b>	<b>5,738,638</b>	<b>1,811,237</b>	<b>1,966,804</b>	<b>4,413,184</b>	<b>13,929,863</b>
<b>NET INCOME</b>	-	-	-	-	-



# Administration

- Administration
- Human Resources
- Risk Management
- Information Technology
- Customer Service
- Destinations Mobility

FY 2023/24

PARATRANSIT, INC. ORGANIZATIONAL CHART

**Chief Administrative Officer**  
**Christine Brown**  
**429-2009x7384**

**Human Resources**

**Jamila Lee**  
**Director, Human Resources**  
Senior Human Resource Specialist  
Human Resource Technician

**Risk Management**

**Board Coordination**  
**Assistant Secretary of the Board**

**Customer Service and Administration**

**Destinations Mobility Rentals**  
**Rubycela Hernandez**  
**Transportation Administrative Clerk**

**Information Technogolgy**

**Jesse Isaacson**  
**Director, Information Technology**  
Programmer/Analyst  
Information Systems Technician

## **Administration**

---

The Administrative department of Paratransit, Inc. provides oversight and ensures compliance of many functions within the Agency. Responsibilities include processing and distributing daily mail, answering the operator bound phone calls, mailing, ordering and maintaining office supplies, monitoring, processing, and filing of contracts, agreements, and memorandums of understanding, maintaining the main files of the company.

### **Board Administration**

Administration is also responsible for preparing Board packets and documents, scheduling and preparing for Board meetings and additional Committee meetings of the Board of Directors, preparing minutes, follow-up with Board members for a variety of purposes and adhering to the rules and regulations of the Brown Act.

Administration is responsible for maintaining the conflict of interest code, form 700 filings for specified staff and the Board of Directors and follow up.

### **Risk Management**

Administration also monitors and reports any insurance claims filed against Paratransit, Inc. and follows the timelines required for follow up on claims. It also processes all insurance renewals for policies in Sacramento, and our remote locations, including securing renewal certifications and certifications for new contracts.

Administration also provides Credit card administration, check signing authority, and updates and maintains a variety of licenses and bonds for various entities in all departments and offices, and participates in the development of the Collective Bargaining Agreement with union employees.

### **Human Resources**

The Human Resources Division is responsible for all activities and functions in the employee life cycle for both bargaining and non-bargaining units. We focus on recruiting qualified candidates for available positions, handling the onboarding process, benefits administration, assisting divisions with employee development and performance management. We also manage all leaves of absence, the workers' compensation program, the interactive process for assessing reasonable accommodation requests, drug and alcohol testing program for safety-sensitive employees and the unemployment claims process. In addition, the division is responsible for policy development and implementation, supervisory training and administration of the Collective Bargaining Agreement, including the grievance and arbitration process.

## Administration

---

### Information Technology

The Information Systems department performs a myriad of tasks for Paratransit, Inc., both locally in Sacramento and in all of our field offices; almost everything with a plug is within the bailiwick of the team. The department is split into two functional areas: technical and programming. The technicians are responsible for maintenance of the Shoretel phone system, Trapeze scheduling software, FileMaker Data Management System (DMS), Sonitrol security system, ADP time clocks, SAGE accounting servers, GroupWise email systems, in-vehicle technology, all workstations, and many others. They plan repair schedules, upgrade servers, maintain mobile equipment, track hundreds of tickets in the ticketing system and keep everything running smoothly behind the scenes.

The programmers are responsible for creating new software technologies, adapting existing programs, creating and modifying reports and general maintenance of any home-grown applications. They build new web pages and database queries to expand and simplify Paratransit's operations. Most of all, the employees of the Information Systems department work as a team to support almost every aspect of the company, from gigantic projects to everyday tweaks. The team must categorize, prioritize and schedule tasks from every department to help Paratransit better function smoothly and efficiently.



# Community Partnerships and Mobility Management Programs

Office of the Chief Executive  
Moving Youth to Jobs

Sacramento Mobility Options

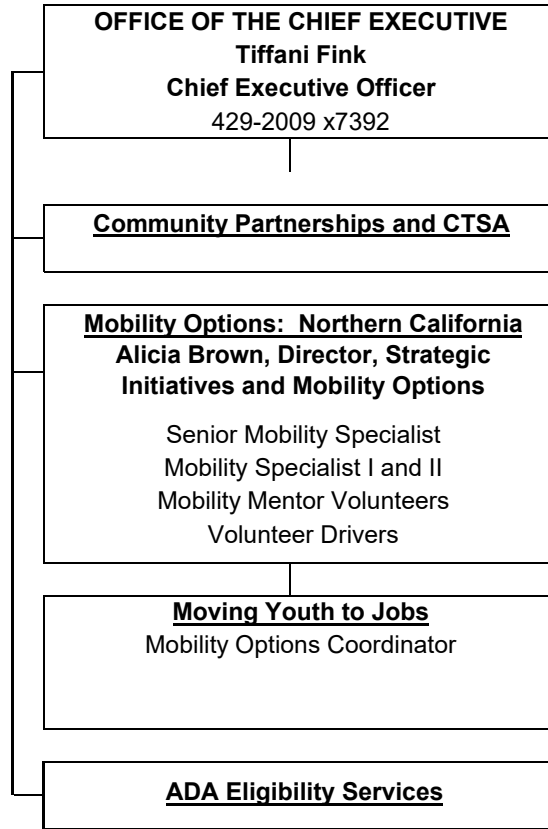
Mobility Management Special Projects

Community Partnerships/CTSA Programs

STA (Solano) Countywide ADA Eligibility

One Stop Regional Call Center

FY 2023/24  
PARATRANSIT, INC. ORGANIZATIONAL CHART





## **Office of the Chief Executive: CEO's Key Initiatives**

---

The Office of the Chief Executive includes tasks and duties for programs which report directly to the Chief Executive Officer. Responsibilities include contract negotiations for the bargaining unit (Vehicle Operators), oversight and program management for the Moving Youth to Jobs project, Legislative tracking, and Mobility Management.

### **Key Projects for 2023/24:**

#### **Moving Youth to Jobs**

The program is managed by the Director of Strategic Initiatives and Mobility Options who coordinates with outside agencies, and the Sacramento Area Council of Governments, to determine the transportation needs of youth 16-18 and 18-24 years of age. Travel Training can offer youth the opportunity to reach job sites and social settings by accessing fixed route public transit. The program provides travel training, coordinates ride-share options, provides transportation literacy education and facilitates direct transportation (provided through the Operations Department.)

#### **Legislative**

The Chief Executive Officer participates in both the CalACT and California Transit Association Legislative activities and is an active member with the Sacramento Metro Chamber participating in the both the State Legislative Summit and Capitol to Capitol trips. Staff will continue to monitor legislation related to transportation, transportation funding and new modes of mobility.

#### **Grants Management**

The Chief Executive Officer, working with the Chief Financial Officer, is responsible for the preparation, oversight and reporting for all grants received by Paratransit, Inc. Included in this work is the development and updates of the Agency's Capital Improvement Program. The Mobility and Grant Programs Assistant Manager and Accounts Receivable Specialist assist in the preparation of supporting documentation and preparation of invoicing.

## **Mobility Management Services**

---

Mobility Management Services represents the resources dedicated directly to oversight and support of our field offices, Sacramento's Travel Training program and new start-ups and special projects within the Mobility Management Division. This includes general guidance regarding program management, start-up services, and other planning and administrative support. In addition, maintaining client relationships and contract negotiations are included in this budget area as well as occasional consulting services.

### **Mobility Options: Sacramento Travel Training**

The core service of the Mobility Options Department is our Travel Training Program. Since 1982 Paratransit has been providing one on one and small group trainings in the safe and effective use of fixed route public transit. To date, over 15 thousand people with disabilities, seniors, low income, homeless, and those individuals with limited English proficiency, have successfully completed training. This service has resulted in millions of dollars in savings or cost avoidance to our local fixed route transit providers.

In September of 2018, we entered the third year of our contract with The City of Roseville to provide travel training and "Learn to Ride the Bus" workshops for the City Parks and Recreation Department. These classes take place 4 times per year, on a weekly basis, for three consecutive weeks. These classes have generated referrals for additional one on one training for those that would like to experience more routes or to venture out using other transit options. All evaluations on the class from the participants have been extremely positive.

This Department is also responsible for the majority of our outreach to the community participating in dozens of health/resource fairs, presentations to service organizations, support groups, schools, and senior living facilities. These events allow us the opportunity to provide vital information on transit options and to answer questions and address misconceptions of the Paratransit eligibility requirements as well as provide referrals for our travel-training program. Staff also offers "Train the Trainer" workshops across the United States. The workshops offer a 3-5 day classroom and field experience to give agencies and transit districts the basic knowledge to institute a travel training program in their community. This training is on a fee for service basis under an MOU agreement.

### **Roseville Contract**

We continue to provide a high quality of service to ensure the option of year 5 of a possible 5-year contract to provide travel training to individuals in the Placer County region. Prior to our providing service, Roseville relied on a travel Ambassador Program and Bus Buddies. After the first year of our contact, Roseville has drastically reduced the other programs and found that our travel trainers have delivered a much more in depth approach to accessing public transit in a safe and effective program. As of February 2019, Roseville has now agreed to pay Paratransit the current hourly rate to teach the "Learn to Ride the Bus" Class generating additional revenue for the program.

## Mobility Training

Sacramento's Travel Training program will continue its 37-year tradition of providing travel training and mobility options to those needing services in the six county region. The Mobility Options Department continues to broaden our service delivery to not only include seniors and those individuals with disabilities, but to those recently arriving in the United States with limited English proficiencies, the LGBT community, those of low income and transit dependency, and students transitioning from school to independent living and job placement opportunities. We deliver our training in a one-on-one setting, small groups of up to five individuals, or field trips for those clubs or organizations wishing to have an "Introduction to public transit" experience. Those completing the introduction field trip are then offered individual "person centered" training to anyone that may be interested in specific routes or services that may assist them with their transportation needs

## Reliable Rider:



Reliable Rider, Paratransit, Inc.'s Mobility Mentor program allows people with disabilities and seniors to gain more independence and expand their quality of life using public transportation. Individuals that need someone to help make them feel more comfortable with riding the city bus will be able to have a helping hand and feel more confident with their transportation options. Learning to ride the city bus can be overwhelming and intimidating for some people. Reliable Rider volunteers will offer encouragement, training and exposure to all that public transit offers, allowing these individuals access to activities outside their home.

## Connections:



Paratransit Inc.'s Volunteer Driver Program provides mileage reimbursement to individuals who are unable to drive or use public transit and need door-through-door assistance. Eligible participants select a volunteer driver, usually a friend, family member or neighbor, to drive them to destinations such as medical appointments, grocery stores, and social activities. Each month, participants will receive \$0.575 per mile to reimburse their volunteer driver. This program was created for individuals who are unable to drive or utilize public transportation.

## CTSA Partners: What They Do and Who They Serve in our Community



Easter Seals offers help, hope and answers to children and adults with disabilities and their families in the United States and Australia, and through our global partners in Puerto Rico, Canada and Mexico. We are the leading non-profit provider of services for individuals with autism, developmental disabilities, physical and mental disabilities, and other special needs. Easter Seals also provides critical community-based supports and services to military service members, veterans, their families and families of the fallen.



United Cerebral Palsy provide services such as housing, physical therapy, assistive technology training, early intervention services, individual and family support, social and recreational programs, community living, state and local referrals, employment, employment assistance and advocacy



Developmental Disabilities Service Organization

From two sites in Sacramento and one site in Stockton, Developmental Disabilities Service Organization is an award-winning nonprofit that annually provides 400 adults with disabilities the opportunity to experience independence, job training, employment, physical education, visual and performing arts, life skill building, social interaction, active participation in the community, nurturing relationships and more.



Sutter Senior Care PACE is a non-profit health plan exclusively for frail older adults. Sutter Senior Care's model of care is known as the "Program of All-Inclusive Care for the Elderly" or PACE. The PACE model has been recognized as the most appropriate model of comprehensive care for the frail elderly population.



The mission of the Elk Grove Adult Community Training program is to provide for the equality, dignity, and fulfillment of rights of all program participants through a community based program providing opportunities for individual choice in community and employment environments.

Elk Grove Adult Community Training, Inc. (EGACT) is a non-profit organization that provides education and training for adults with developmental disabilities.



Saint John's is for the woman who wants to make the leap. Who will fight the pervasive influence of homelessness, poverty, and abuse. Who will make an empowered decision to rise up and become a productive community member. Who understands, unequivocally, that the decision to create a better life – for herself and for her family – rests entirely on her.



ACC promotes the general welfare and enhances the quality of life of older adults by providing a comprehensive array of culturally appropriate health and social services. ACC owns and operates ACC Care Center, a 99-bed skilled nursing facility, ACC Greenhaven Terrace, a 146 apartment independent living and 27 apartment assisted living apartments, ACC Programs, where ACC Rides provides 4,000 one-way rides each month in Sacramento County, and Meals on Wheels by ACC, the Sacramento home delivered and congregate meal program for seniors.



Sacramento Food Bank & Family Services (SFBFS) is the largest nonprofit provider of basic human needs in Sacramento County. SFBFS has evolved from a food pantry to a provider of services for lifelong Sacramento residents-as well as immigrants and refugees who have chosen to make Sacramento their home. Each client we serve comes to us with a unique set of circumstances. Each also comes with a collective hope: to step out of poverty and into a future that allows them to flourish.



Since 2010, Meals on Wheels by ACC has provided millions of nutritious meals to seniors aged 60 years of age or better in Sacramento County. They offer home-delivered meals to seniors who have difficulty leaving their homes or preparing food for themselves.

They serve about two thousand Sacramento County seniors every week, and with the help of hundreds of volunteers and supporters, their program also provides friendly visits, status checks, and other safety-net services on top of home-delivered meals.



River City Food Bank's (RCFB) mission is to alleviate hunger in Sacramento County by providing healthy, emergency food and other assistance, offering referrals and promoting self-sufficiency through a variety of support services. RCFB helps people avoid

a crisis and work toward self-reliance by providing a short-term food supply when they are unable to meet basic living expenses.



# Finance

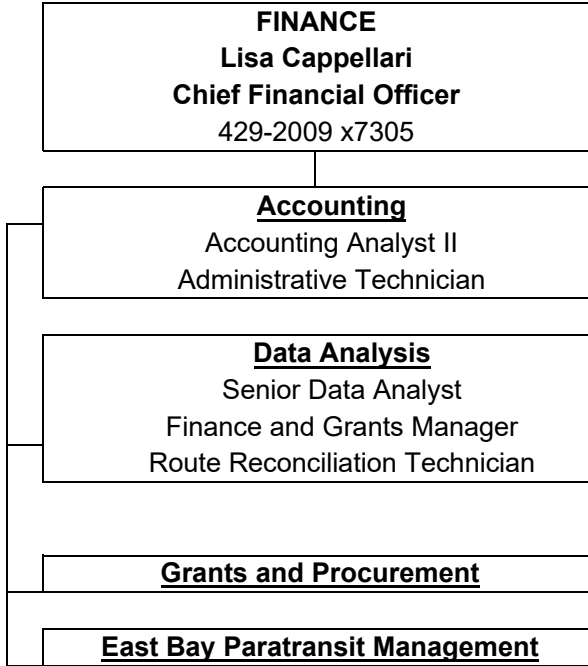
Accounting

Statistics

Grants and Procurement

East Bay Paratransit Management

FY 2023/24  
PARATRANSIT, INC. ORGANIZATIONAL CHART





## Finance

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### **Accounting and Administration**

The objective of the Accounting Division is to create an accurate financial picture of the agency. This is accomplished when Accounts Payable, Accounts Receivable and Payroll personnel adhere to the generally accepted accounting principles (GAAP). An accurate financial picture helps managers make decisions; it aids the Board of Directors in prescribing strategic guidance; and it gives external agencies a transparent view on how Paratransit spends its funds. The general Administrative personnel and expense associated with the management of the Finance Department are also included.

### **Data Analysis and Statistics**

The objective of the statistics division is to ensure correct reporting of operating data such as trips, miles and hours. These data are used by internal managers, external agencies who provide Paratransit with funding, as well as state and federal agencies. Since these data are used as a mechanism both to determine funds received by Paratransit as well as funds received by the Sacramento area as a whole, employees processing operating data must be detail-oriented, accurate, and have the ability to spot inconsistencies.

### **East Bay Paratransit Management Services**

East Bay Paratransit is a public transit service for people who are unable to use regular buses or trains, like those operated by AC Transit and BART, because of a disability or a disabling health condition. East Bay Paratransit was established by AC Transit and BART to meet requirements of the Americans with Disabilities Act (ADA). East Bay Paratransit's dispatch, reservations, eligibility, and customer service functions are performed by TransDev. TransDev works with 3 service providers who drive the buses: A-ParaTransit, MV Transit, and First Transit.

Paratransit, Inc.'s role as Paratransit Coordinator is to work as a liaison between AC Transit, BART, and TransDev by facilitating weekly staff meetings and Service Review Advisory Committee meetings every other month. Paratransit, Inc. monitors the contract between AC Transit/BART and TransDev as well as the contracts between TransDev and the 3 service providers. In addition, Paratransit, Inc. completes the monthly operations report which provides management with operations statistics, financial data, on-time performance and scheduling data, as well as information on complaints, commendations, accidents, road calls, and eligibility certification. Paratransit, Inc. also prepares the annual expense budget for East Bay Paratransit, completes applications for revenue sources such as Sales Tax Measures B, BB, and J, and assists in Request for Proposal creation. When East Bay Paratransit needs a 3rd party for escalated customer service situations, Paratransit, Inc. provides this technical support as well. Paratransit, Inc. appreciates the work we are able to do with AC Transit, BART, TransDev and all the East Bay Paratransit staff!



# Operations

**Facilities**

**Driving and Training CTSA**

**Maintenance**

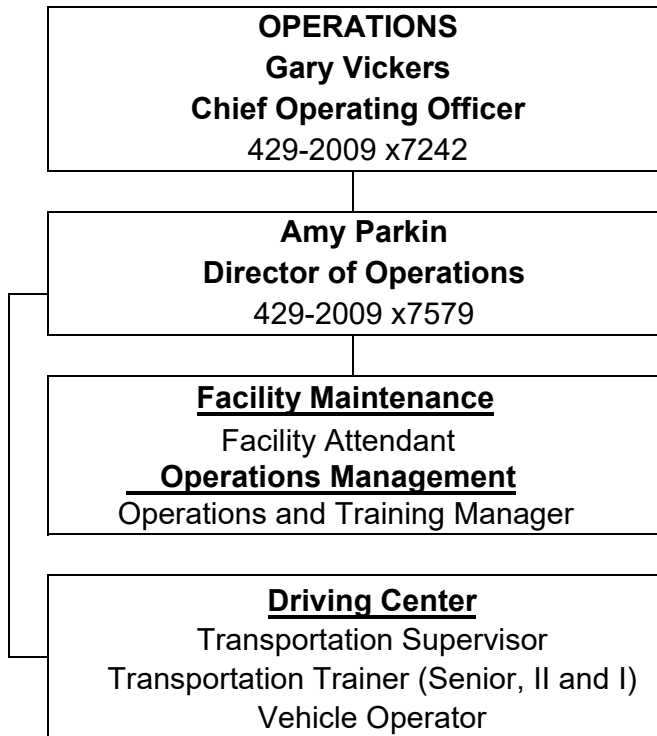
**Contract Maintenance**

**Scheduling and Dispatch**

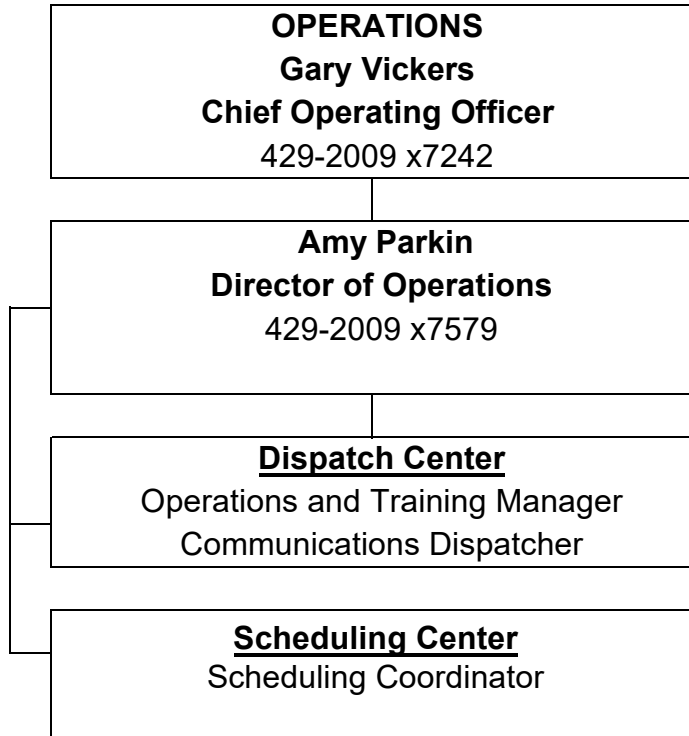
**Food Delivery and Logistics**

**Community Based Shuttles**

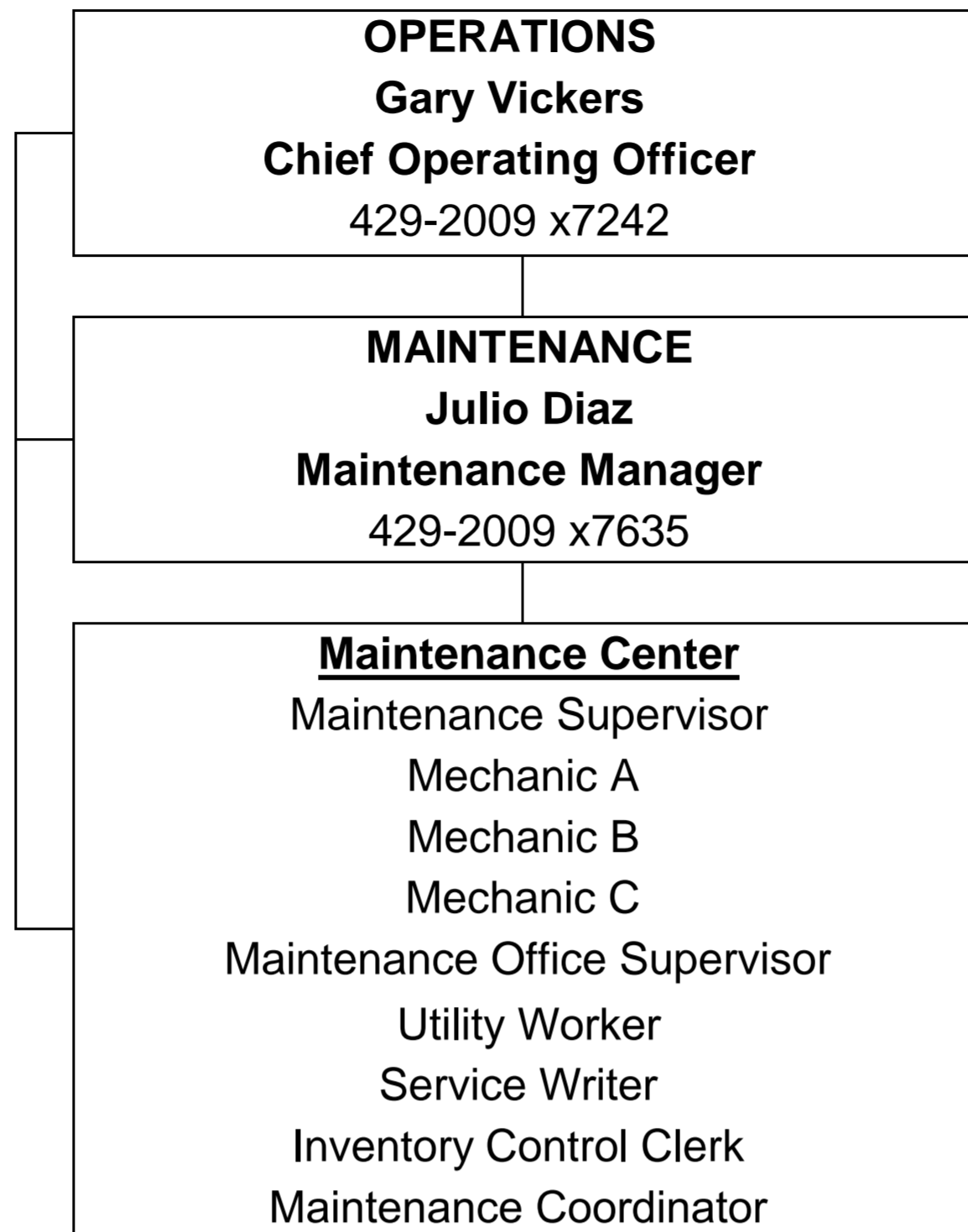
FY 2023/24  
PARATRANSIT, INC. ORGANIZATIONAL CHART



**FY 2023/24**  
**PARATRANSIT, INC. ORGANIZATIONAL CHART**



FY 2023/24  
PARATRANSIT, INC. ORGANIZATIONAL CHART



**FY 2023/24**  
**PARATRANSIT, INC. ORGANIZATIONAL CHART**

**OPERATIONS**  
**Gary Vickers**  
**Chief Operating Officer**  
429-2009 x7242

**Food Delivery and Scheduling**

**Community Based Shuttles**  
People to Produce  
Farmers Market Shuttle Services  
Access to Healthcare Services  
Non-Profit Transportation Program Services

## **Operations**

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### **Scheduling and Technology Centers**

Responsible for proofreading and editing routes to create effective, efficient schedules each day under extreme time constraints using Trapeze software. Creates and maintains template routes/schedules and daily routes/schedules, update and maintain daily driver assignments, adjusting and editing routes for drivers' time off for sick leave, vacation, floating holidays, leaves governed by law, jury duty, FMLA, workers comp appointments, etc. Ensures route start/end times, breaks, lunches, out of services, etc. conform to the CBA contract between Paratransit, Inc. and the Amalgamated Transit Union. Maintains driver overtime list, prepares, creates, and oversees the driver vacation and shift bid process every four months. Creates and maintains the Trapeze test environment to ensure that we utilize the software in the most efficient and effective way possible.

### **Driving, Safety and Training Centers**

The Vehicle Operators, Safety and Training Division is responsible for the day to day operations to include training, vehicle safety, and the supervision of approximately 30 Vehicle Operators. We provide pull-out, pull-in, spot check and formal yearly ride-a-long evaluations for all Operators. Key staff within the Division are certified by the California Department of Motor Vehicles to certify the commercial drive test and administers the test for all vehicle operators. The Division also provides 24 hour on-call response to incidents and/or accidents and investigation services. In addition to the training of our Vehicle Operators, the training staff within the Division provides vehicle and safety training to our 9 CTSA partner agencies on a variety of topics from lift deployment to wheelchair securement to pre-trip inspection.

We are also committed to select, evaluate and train a Team of 2 to 4 Vehicle Operators to compete in the annual CalAct Bus Rodeo which, depending on placement may result in the competition at the National Bus Rodeo.

### **Facility Attendants**

The Facility Attendant's primary task is to keep the facility clean by vacuuming, dusting, taking the garbage out, washing floors, etc.

## Utility Workers

Utility Workers are responsible for fueling the buses, checking the fluid levels at the time of fueling, cleaning the buses in the inside, along with staging the buses for the early morning drivers.

**CNG Fueling:** All service assistants trained to fuel CNG vehicles in September 2019.

**Washing Vehicles:** Service Assistants will continue to assist the bus washing of buses to ensure Paratransit remains in compliance with the required Stormwater Regulations of the State Water Board.

## Maintenance

Our Department operates based on daily vehicle maintenance schedules, vehicle break downs, and customer request. We also assist the Transportation Department to have the largest amount of vehicles available for their daily routes, assist with road calls, assist drivers over the phone to trouble shoot the lift and interlock systems, and dispatch the tow truck, if needed. We assist CTSA partners in a similar way.

- Body shop estimates, reviewing estimates and scheduling body shop repairs
- Schedule Dealership warranty, recall and repair work. Review body shop and dealership invoices, and inspect quality of workmanship. Perform quality control on work performed.
- Perform preventive safety maintenance every 5,000 miles or 60 days whichever comes first. This includes a detailed inspection of our units.
- Perform around 1200 preventative maintenance services which includes transmission services, wheel bearing services every 30,000 miles. Perform 23,000 repairs.
- Perform minor and major engine repairs.
- Perform In-house minor body work repairs, such as lower body fender reinforcement and driver door skin reset. These jobs require minimum paint or none at times.
- Vehicle Body reseal to prevent water leaks inside the bus interior.
- Transmission minor repairs and overhauls done in-house to reduce cost of replacement of units.
- Maintain our service in compliance by running a variety daily reports, daily updated vehicle mileage and keeping data updated during the day.
- Keep records updated and properly file to comply with CHP, and SacRT annual vehicle and documentation inspections, as well with Cal Trans Inspection (every 2 years) .



- Maintenance facility is CNG compliant.
- Our Maintenance Department also performs Taxi inspections to taxi associations every two years as required by City of Sacramento.
- Taxi inspections and brake and lamp inspections

### **CTSA**

- We follow up with CTSA partner agencies to help them to maintain their service in compliance
- Advise customers via email and by phone monthly on their vehicles due for service based on due date or mileages whichever comes first
- Assist agencies scheduling their inspections, write ups and other services needed
- Pickup and deliver vehicles as per CTSA agreement when needed
- Invoices are processed weekly and billed to CTSA agencies for jobs performed
- Update mileage as vehicles come for service or fuel
- We are projecting performing around 200 preventative maintenance services and around 1400 repairs

### **Partner Agencies**

1. ACC Senior Services
2. DDSO
3. Elk Grove Adult Community Training
4. Meals on Wheels by ACC
5. Sutter Senior Care I and II
6. St Johns
7. UCP
8. Easter Seals
9. Sacramento Foodbank and Family Services
10. River City Foodbank
11. YMCA
12. Salvation Army

### **Outside Agencies not CTSA that we perform services and repairs.**

1. A Family Affair
2. ACC Senior Services
3. Meals on Wheels by ACC
4. Easter Seals – Increased their fleet this year with new buses.
5. Sutter Senior Care I and II – Increased their fleet this year with new buses.
6. The Commons of Elk Grove
7. UCP
8. SPCA

## EMPLOYEE CLASSIFICATION CHART

<b><u>Administration, Human Resources and Information Systems</u></b>	
Chief Administrative Officer	1 FTE
Director of Human Resources	1 FTE
Senior Human Resource Analyst	1 FTE
Human Resource Technician	1 FTE
Director of Information Technology	1 FTE
Senior Information Systems Technician	1 FTE
Information Systems Technician	1 FTE

<b><u>Office of the Chief Executive</u></b>	
Chief Executive Officer	1 FTE
Director of Strategic Initiatives and Mobility Options	1 FTE
Senior Mobility Specialist	1 FTE
Mobility Specialist II	2 FTEs
Mobility Specialist I	2 FTEs

<b><u>Finance</u></b>	
Chief Financial Officer	1 FTE
Finance and Grants Manager	1 FTE
Senior Data Analyst	1 FTE
Accounting Analyst II	1 FTE
Administrative Technician	1 FTE
Route Reconciliation Technician	1 FTE

<b><u>Operations and Maintenance</u></b>	
Chief Operating Officer	1 FTE
Director of Operations	1 FTE
Operations and Training Manager	2 FTEs
Transportation Supervisor	1 FTE
Senior Transportation Trainer	1 FTE
Transportation Trainer II	1 FTE
Transportation Trainer I	1 FTE
Administrative Analyst	1 FTE
Communications Dispatcher	4 FTEs
Facility Attendant	2 FTEs
Scheduling Coordinator	2 FTEs
Vehicle Operator	32 FTEs
Maintenance Manager	1 FTE
Maintenance Supervisor	2 FTEs
Maintenance Office Supervisor	1 FTE
Mechanic A	3 FTEs
Mechanic B	1 FTE
Mechanic C	4 FTEs
Inventory Control Clerk	1 FTE
Maintenance Coordinator	1 FTE
Service Writer	1 FTE
Utility Worker	5.5 FTEs



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 9B**

**AGENDA TITLE:** Adopt Resolution 08-23 Approving the FY 24-28 Business Development and Strategic Plan

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Tiffani M. Fink, Chief Executive Officer

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**RECOMMENDED ACTION:**

Adopt Resolution 08-23 Approving the FY 24-28 Business Development and Strategic Plan.

**BACKGROUND AND DISCUSSION:**

In September 2020, the Board of Directors adopted the first Business Development Plan. In June 2021, the Board adopted the first update. Each year, the Paratransit, Inc. Board of Directors adopts the agency's annual operating budget and beginning this year, the Board will adopt an annual update to the Business Development Plan. At the April 2022 Board meeting, the Board participated in a facilitated discussion of the Board goals which included a robust discussion and confirmation of the current goals as presented and the second update was adopted in June of 2022. The action before the Board tonight is to adopt the update for FY 2024. The Business Development Plan, as adopted, is comprised of two parts: the shorter term (Years 1-2) Operational Work Plan portion and the longer term (Years 3-5) Strategic Plan portion. As each year progresses, the goals from the out years move forward and a new year 5 review is added.

Attached to this staff report is a copy of the PowerPoint presentation that will be presented at the June 2023 meeting. It that outlines our current fiscal year programs and projects and the longer term (3-5 year) program growth

areas based on our current core competencies, growth opportunities and strategic initiatives.

**FISCAL IMPACT:**

All current activities are included within the proposed budget. Cost for future expanded services such as providing services and maintenance would be offset by secured revenues prior to service implementation.

**Attachments:**

1. Resolution 08-23
2. PowerPoint Presentation for the June 2023 Board Meeting



**RESOLUTION NO. 08-23  
APPROVING THE FY 24-28 BUSINESS DEVELOPMENT AND  
STRATEGIC PLAN**

**WHEREAS**, annually the Paratransit, Inc. Board of Directors approves the annual budget document where serves as the business plan for the next fiscal year; and

**WHEREAS**, Paratransit is a nationally recognized leader in transportation and mobility management and a business development plan provides direction to staff on priorities from growth and expansion; and

**WHEREAS**, the business development plan is a vital link to the board governance and to ensure a representation that meets the current needs of the Agency, annual review is necessary to coincide with Board terms.

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Directors of Paratransit, Inc. adopts Resolution 08-23 approving the FY 24-28 Business Development and Strategic Plan.

**NOW, THEREFORE BE IT FURTHER RESOLVED**, that the Board of Directors of Paratransit, Inc. implements annual review and update of the Business Development Plan as part of the budget approval process.

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Patrick Hume, President  
Paratransit, Inc. Board of Directors  
Dated: June 19, 2023

# STRATEGIC ELEMENT OF THE BUSINESS DEVELOPMENT PLAN

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**PI SOLUTIONS**

EMPOWERED BY PARATRANSIT

# Historical Development Work Completed

- Began in 1978 as the Senior and Disabled Services Agency
- In 1981, became the first CTSA in CA
- With the passage of ADA, began providing ADA service to SacRT (originally 100% paid by SacRT)
- In 2008, following an audit recommendation to consider diversifying revenue to become less dependent on SacRT, Innovative Paradigms was started
- 2008- current: Substantial expansion of additional services to diversify revenue
- 2012- current: Substantial increase in level of grant funding pursued to assist with diversified revenue
- 2020- split from SacRT. Deliver programs and services completely under the control of the Board of Directors
- September 2020: Board of Directors adopts the Business Development Plan (Operations and Strategic Plan portions)
- June 2021, 2022: Updates to the Business Plan with the Annual Budget

# Overview of Existing Services and Programs

In Sacramento and the SACOG region:

- Key Social Service Transportation provider for Alta California Regional Center with growing demand in this segment
- CTSA Partnership program with **12** local social service agencies
- Mobility Management Services
- Contracted Maintenance Services
- Senior/ Disabled Food Delivery and Support Services

Outside Sacramento:

- Mobility Management and Eligibility Programs
- Professional Consulting for ADA services, training and operations



# Diversified Funding Sources

- Measure A and TDA (Transportation Development Act)
- Federal Transit Administration Grants
- State and Local Grants
- Miscellaneous Transportation Contract revenues
- State Vendorized Contract Revenues (Local travel training and long term operations contracts)
- Competitive Contracts
- Outside Maintenance Revenues (SacRT, Taxi, Private Business, Non-Profit)
- Lease Agreements

# Programs In Sacramento

- CTSA Partner Agency Services
- Long-Term Contracted Transportation Services (Alta Regional)
- Mobility Instruction Services (Grant funded, Contracted through Alta, Contracted in Solano County)
- Youth Transportation Literacy Services (Moving Youth to Jobs and Where's Wyatt)
- Volunteer Driver Programs (Connections)
- Mobility Mentor programs (Reliable Rider)
- Contracted Maintenance Services
- Contracted Taxi Inspection Services
- Food Delivery Services: Meals on Wheels, GPD, Senior FoodBox, Sac Collab
- Community Based Shuttles (Grant funded by Federal, State and Local funds)

# CTSA Partner Agencies

- United Cerebral Palsy
- ACC Senior Services
- Sutter Health
- Developmental Disabilities Services Organization
- Elk Grove Adult Community Training
- St John's Program for Change
- Eskaton (potential new PACE program)
- Easter Seals
- Meals on Wheels by ACC
- Sacramento Food Bank and Family Services
- River City Food Bank
- The Landing

# Contracted Program Offerings

- In-Person ADA Eligibility Certification Services
- Mobility Instruction Services
- Transportation Services
- Software Licensing and Data Hosting
- ADA Service Training Services: Securement, Sensitivity, Driving, etc.
- Professional and Technical Services

# Contracted Programs

## Solano County, CA (Solano Transportation Authority):

- In-Person Eligibility including FACTS testing

## Roseville, CA (City of Roseville Transit):

- Mobility Instruction

## Oakland, CA (AC Transit and BART):

- Professional Consulting for ADA services, training and operations

# Expansion Opportunities in Process: Strategic Plan Years 1-2 (FY 23/24 and 24/25)

- Expanded Transportation Services for Food Access for Seniors and Persons with Disabilities: Farmer's Market Shuttles funded by STA and SACOG
- Expanded Transportation Services for Food Delivery: SCUSD Summer Feeding program funded by SCUSD and No Kid Hungry
- Expanded Transportation Services for Access to Healthcare: Funded by STA and SACOG
- Expanded Contract Transportation Services to Social Service Agencies to assist with access for Workforce Development: funded by CA Mobility Center

# Expansion Opportunities in Process: Strategic Plan Years 1-2 (FY 23/24 and 24/25)

- Development of Woodbine Property into Attainable, Accessible Housing: breaking ground in September 2023
- Re-establishment of our ADA Eligibility Programs: contracted to SolanoTA beginning July 1
- Expansion of our Mobility Management programs to include a One Stop Regional Transportation Center: funded by SACOG
- Expansion of Maintenance Services: upcoming contracted long-term maintenance work for Creative Bus Sales expected Winter 2022

# Current Strategic Plan Goals: Strategic Plan Years 3-4 (FY 25/26, and 26/27)

- Evaluation of Board Composition in Year 3 (FY 25/26)
- Re-establish a consulting lead focused on business development, but under different parameters than were in place for Innovative Paradigms
- Continued growth and expansion of our Transportation and Mobility Management Programs
- Expanded Maintenance Services
- Development and rollout of a National Transit Training Program, including Marketing and Branding



# New Strategic Plan Year 5 (FY 27/28)

- Recommendation: Keep the existing strategic plan elements, as many are multi-year goals



**Paratransit, Inc.**  
**Board of Directors Staff Report**  
**Agenda Item 9C**

**AGENDA TITLE:** Discussion and Direction regarding Meeting Time and Agenda Items for August 2023 Board Retreat and Staff Appreciation BBQ

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Tiffani M. Fink, Chief Executive Officer

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**RECOMMENDED ACTION:**

Discussion on cancelling the regularly scheduled Board of Directors meeting for August and calling a special meeting of the Board of Directors to conduct the annual Board Retreat.

**BACKGROUND AND DISCUSSION:**

Traditionally, the August Board meeting is light on regular action items. As such, staff has conducted Board Retreats at this meeting and proposes for the Board to hold a retreat again this August. To allow for a relaxed, engaging conversation these meetings are more relaxed in attire and allow for a directed conversation on a specific topic. This year staff is prepared to present items on how to focus our employment offerings to ensure that Paratransit is seen as an employer of choice. Staff will present information on programming and opportunities for engagement, from the formal introduction of a community service volunteering program to enhanced benefit offerings. Staff proposes that this meeting occur at 1:30 PM August 21<sup>st</sup>, immediately following lunch and conclude by 5 PM.

Additionally, as part of the Board goals discussion for 2023, the Board adopted the following goal:

1. Support and celebrate our staff. Examples of Board – staff events may include on-site meals served by Board members, passenger and delivery ride-alongs, training programs provided by staff for Board members.

At the meeting there was discussion of hosting an BBQ for staff in August to recognize their work and to celebrate internally as an agency, our 45<sup>th</sup> anniversary (which occurs in August). Staff has proposed that the BBQ be scheduled for lunchtime on the 21<sup>st</sup> to coincide with the afternoon Board retreat.

**FISCAL IMPACT:**

None. All costs for the staff appreciation BBQ have been included in the proposed budget for FY 23-24.

**ATTACHMENTS:**

None



**Paratransit, Inc.  
Board of Directors Staff Report  
Agenda Item 9D**

**AGENDA TITLE:** Discussion on Board Size and Board Member Recruitment Process for Calendar Year 2024

**MEETING DATE:** June 19, 2023

**PREPARED BY:** Tiffani M. Fink, Chief Executive Officer

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**RECOMMENDED ACTION:**

Discussion and direction on Board size and the recruitment process for Calendar Year 2024.

**BACKGROUND AND DISCUSSION:**

In 2021 the Board of Directors adopted a revision to the Paratransit, Inc. Bylaws that set the board size as variable allowing for as few as five and as many as nine members to be appointed to the Board at one time. At the time of adoption there was a discussion amongst the members about Board size with some preferring five and others preferring seven. The Board ultimately selected to set the current composition at seven.

Earlier this year, I was notified by Board Member Alice Kimble that she would not seek re-appointment when her term ends in December. She confirmed this at the April Board meeting. Since that time, Board Member Vidhu Shekhar has resigned his position. Mr. Shekhar's seat was the other term that was up at the end of this calendar year. With two known vacancies to the Board by December, I wanted to bring this item back to the Board to discuss.

The Board has two distinct options available to them:

Option 1. The Board can choose to forgo appointments this year and maintain the composition of the Board at five for the upcoming year. This could then be re-evaluated next year prior to the next appointment cycle and the two open seats could be recruited with the one term that expires in December 2024.

Option 2. The Board can direct the Chief Executive Officer to recruit for the two vacancies in accordance with the procedure in the bylaws with appointment occurring in December. (As a note, the Board can also choose to expand to nine should they desire).

Staff is comfortable with either option and is prepared to implement whichever option the Board chooses.

**FISCAL IMPACT:**

None

**ATTACHMENTS:**

None