

Monterey-Salinas Transit District  
Strategic Planning  
January 13, 2020  
9:00 AM – 11:15 AM



## WORKSHOP AGENDA

I.	MST Overview: (a). Performance Dashboards (b). Strategic Plan and Action Plan (c). 2020 Capital Projects and Transit Services	9:00 – 9:30 AM
II.	Measure Q Mobility Programs Update	9:30 – 9:45 AM
III.	MST Employee Recruitment / Retention Issues	9:45 – 10:15 AM
IV.	Partnerships and New Services Initiatives Update	10:15 – 10:45 AM
V.	Zero Emission Bus/Innovative Clean Transit Strategy Update	10:45 – 11:00 AM
VI.	Performance Incentives	11:00 – 11:15 AM
VII.	Adjourn to CLOSED SESSION	11:15 AM – 12:00 PM

*Note: Times are approximate*

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## I (a). PERFORMANCE DASHBOARDS

Attached are FY 20 Year to Date performance dashboards, FY 2018 – 2020 Strategic Plan performance goal status update, FY 20 Action Plan status update, and a listing of major capital projects being undertaken by staff. Executive Staff will be on hand to answer any questions you may have regarding these items.

The current Performance Dashboard metrics have been in place and reported to the MST Board in a variety of formats for decades. These metrics are the same as those traditionally utilized by transit operators and regulators and have been designed to allow public transit operator management to operate their services more “like a business” to ensure the best use of scarce taxpayer funds.

- **Safety** – Miles Travelled Between Preventable Accidents
- **Reliability** – On-time Performance, Percent of Scheduled Trips Delivered, Miles Travelled between Mechanical Failure
- **Effectiveness** – Ridership Growth/Decline
- **Efficiency** – Passengers Per Hour, Cost per Hour, Farebox Recovery
- **Financial Stability** – Actual Costs vs Budget

In recent years some public transit advocates have argued that there may be better measures to track performance guided by community values. These same advocates question the value of adopting standards that measure progress towards a value that may not matter to the community. Arguments have been made transit operators need to measure their different contributions towards for improving local and state goals and achieving desired outcomes in a variety of areas including but not limited to mobility, environmental, social equity, and jobs/affordable housing access.

Staff encourages your board provide direction to the Operations Committee to review current and potential future performance metrics that will assist the Board in its ongoing oversight and governance responsibilities.

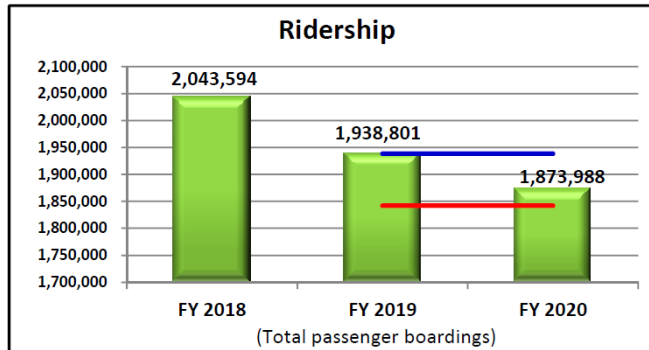
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# MST Fixed Route

## YTD Dashboard Performance Comparative Statistics

### July - November

### Fiscal Years 2018-2020

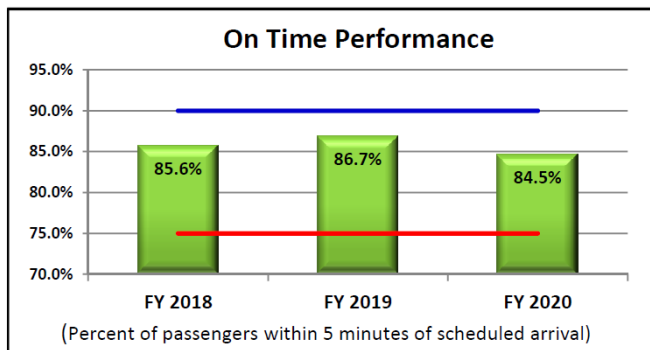
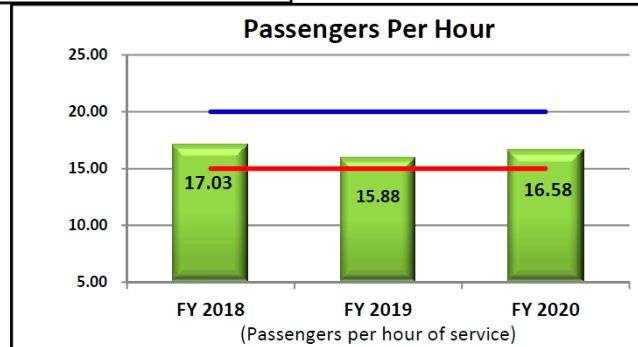


Goal = 1,938,801  
passengers

Minimum = 1,841,861  
passengers

Goal = 20 passengers p/h

Minimum = 15 passengers p/h

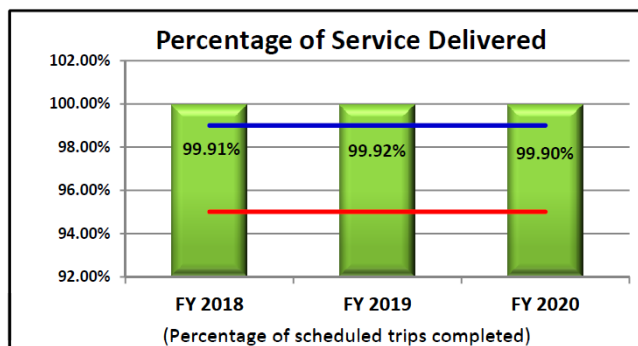


Goal = 90% on time

Minimum = 75% on time

Goal = 99% completed

Minimum = 95% completed

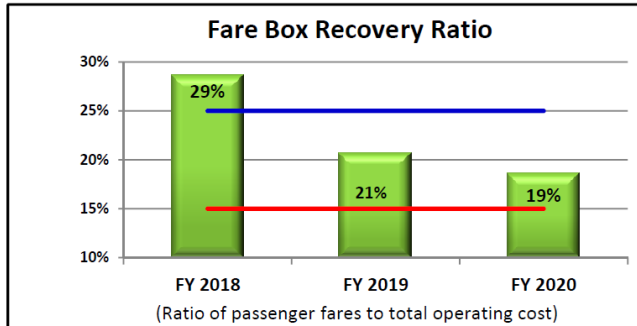


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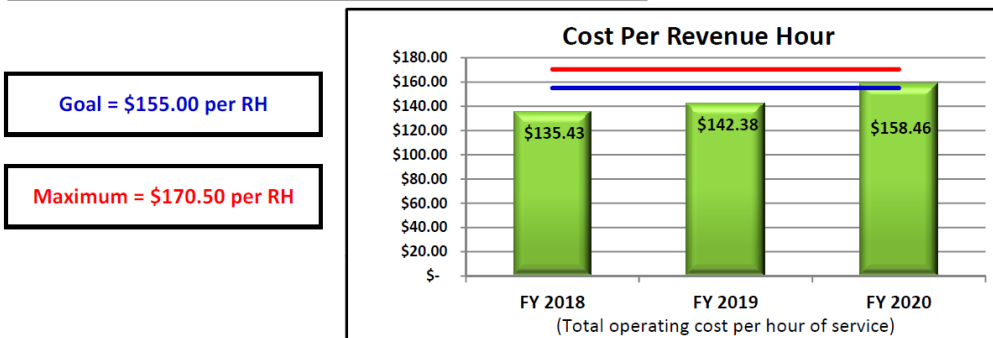
### July - November

### Fiscal Years 2018-2020



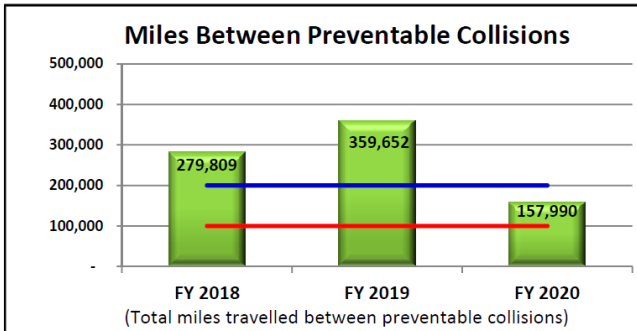
Goal = 25%

Minimum = 15%



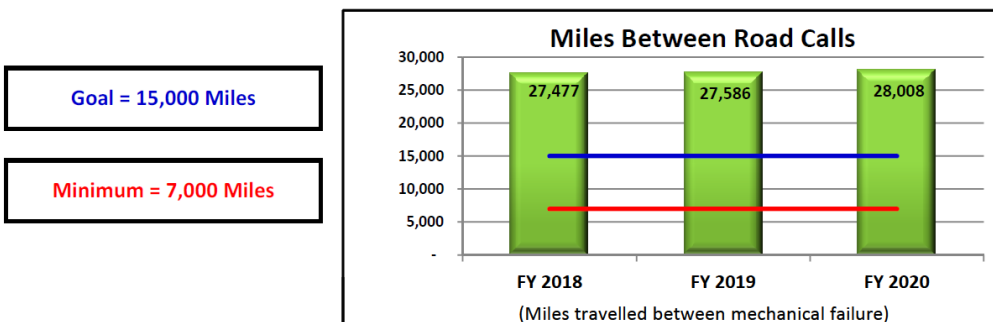
Goal = \$155.00 per RH

Maximum = \$170.50 per RH



Goal = 200,000 Miles

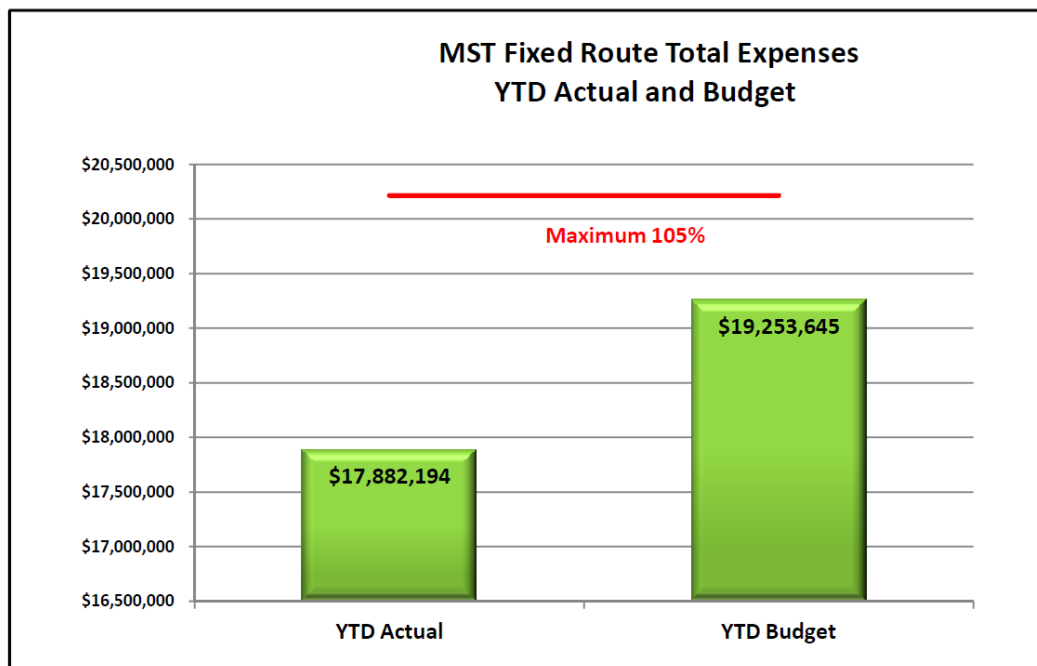
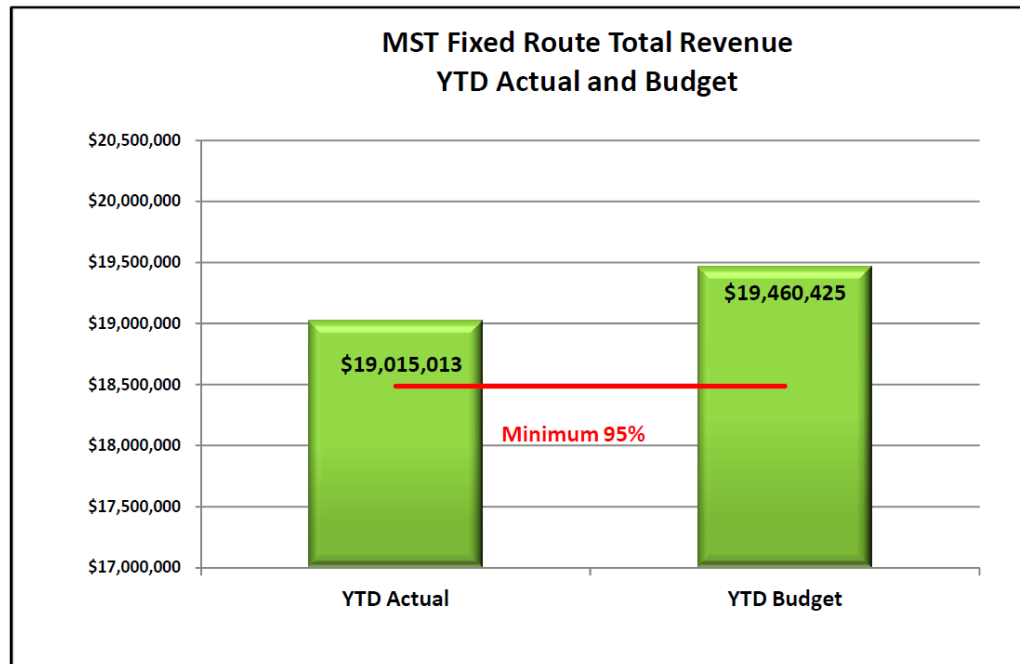
Minimum = 100,000 Miles



Goal = 15,000 Miles

Minimum = 7,000 Miles

**MST Fixed Route  
Financial Performance Comparative Statistics  
July - November  
Fiscal Years 2017-2020**

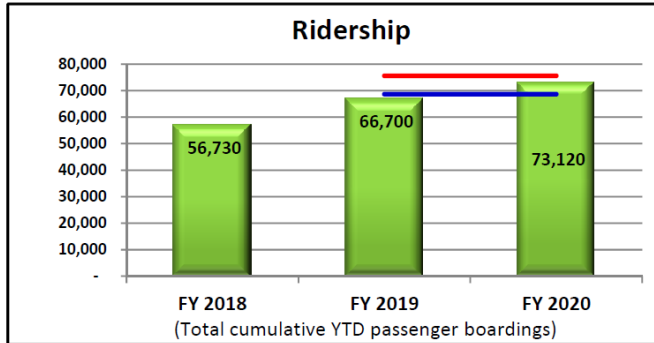


# MST RIDES

## YTD Dashboard Performance Comparative Statistics

### July - November

### Fiscal Years 2018-2020

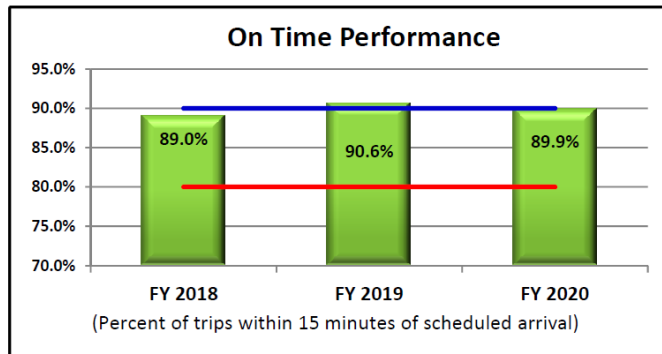
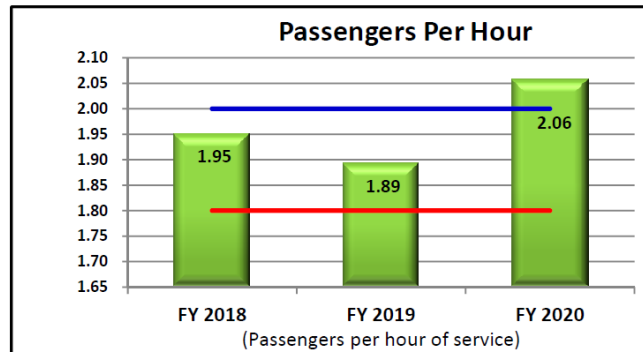


Goal = 68,701  
passengers

Maximum = 75,571  
passengers

Goal = 2.0  
passengers p/h

Minimum = 1.8  
passengers p/h

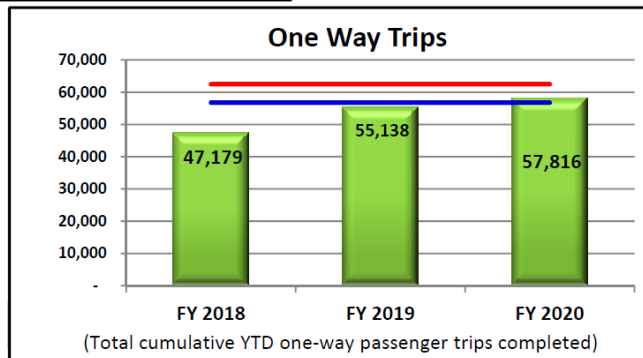


Goal = 90% on time

Minimum = 80% on time

Maximum = 62,471  
one-way trips

Goal = 56,792  
one-way trips



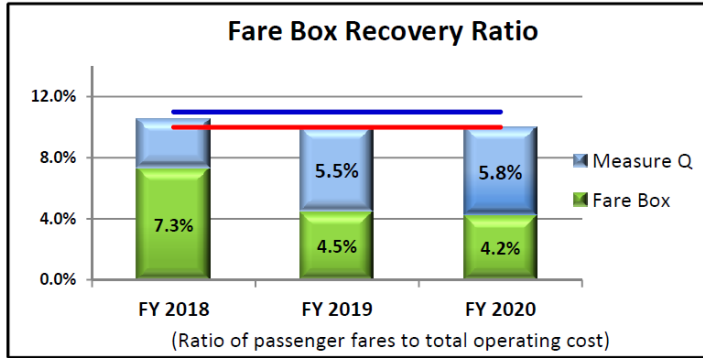


# MST RIDES

## YTD Dashboard Performance Comparative Statistics

### July - November

### Fiscal Years 2018-2020

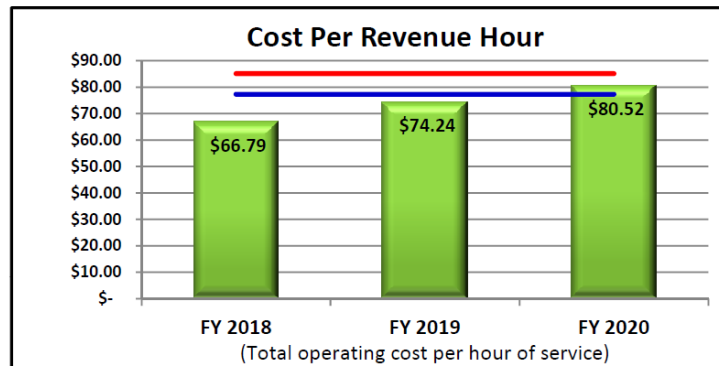


Goal = 11%

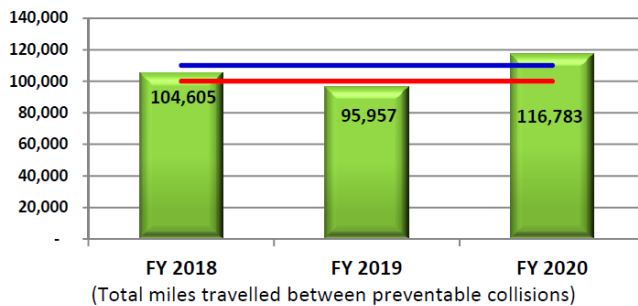
Minimum = 10%

Goal = \$77.37 per RH

Maximum = \$85.11 per RH



### Miles Between Preventable Collisions

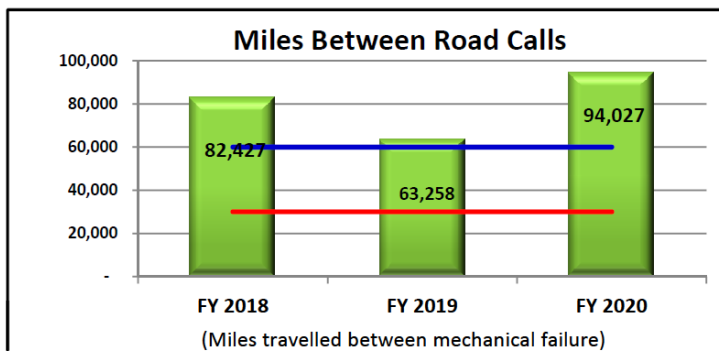


Goal = 110,000 Miles

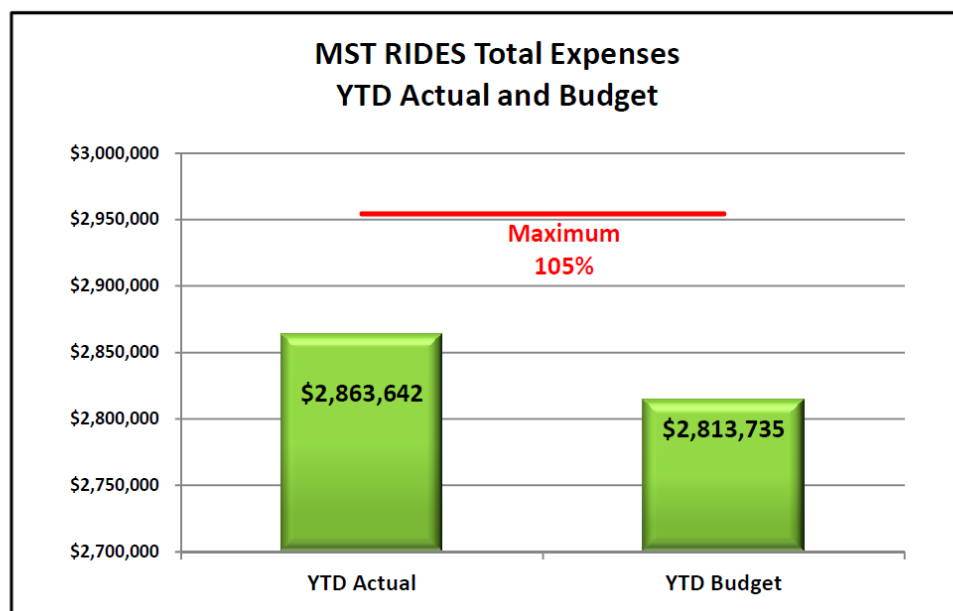
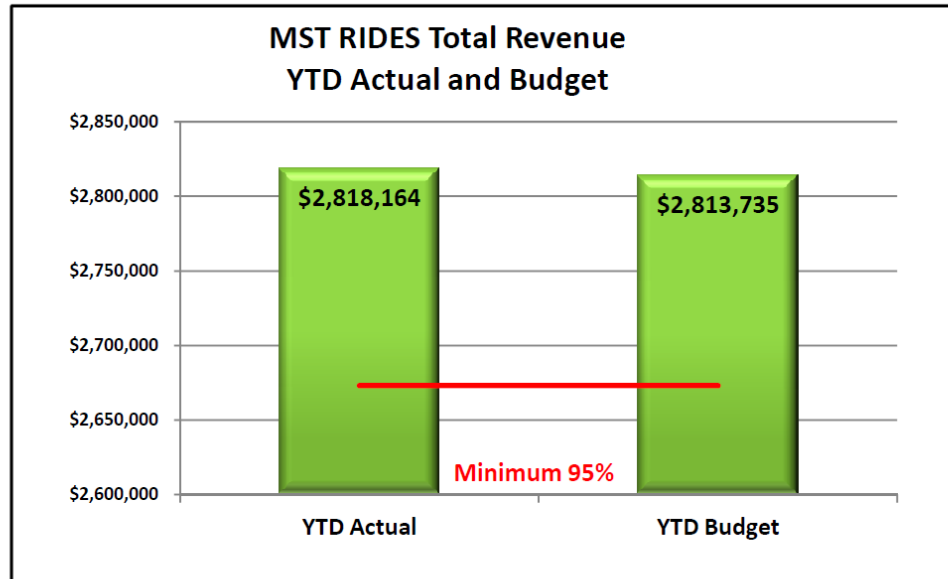
Minimum = 100,000 Miles

Goal = 60,000 Miles

Minimum = 30,000 Miles



**MST RIDES**  
**Financial Performance Comparative Statistics**  
**July - November**  
**Fiscal Years 2017-2020**



## I(b). Strategic Plan and Action Plan

### Status of 2018-2020 Strategic Goals

The following are the strategic priorities and goal statements that MST Board directed staff to pursue over the past 3 years.

- **Develop and Maintain Adequate and Stable Long Term Revenues**

*Maintain public/private and public/public partnerships, fare-pricing strategies and revenue generation from the use of MST assets as a means to generate the revenue required to construct needed capital facilities, purchase vehicles and sustain current and future transit services*

*Through education and advocacy, encourage policy makers and the general public to enact legislation at local, state and federal levels to provide sustained revenue sources that will support the future growth of Monterey County's public transportation system*

**Status: MST Measure Q has provided operating and capital funds to continue transit programs for veterans, seniors and persons with disabilities. TAMC Measure X funding is being used to fund MST Bus Rapid Transit Surf busway along Highway 1, as well as Salinas and King City operations and maintenance facilities. State climate investment grant and state transit assistance continues to be robust and the No On Prop 6 campaign has provided added stability. MST has new and continuing local partnerships with City of Monterey, Monterey Bay Aquarium, CSUMB, Hartnell College, Monterey Peninsula College, and local military installations to fund services. MST continues to lack a dedicated local source of funding for its fixed route services which comprise 90% of its annual passengers.**

- **Provide Quality Transit and Mobility Management Services**

*Develop and implement services, infrastructure, and technologies to meet and exceed the expectations of customers and maximize the value of MST in the community. Continue to explore and implement new technologies and practices that enhance the overall customer experience, improve safety and sustainability, reduce costs, attract new customers, retain existing customers, motivate employees.*

**Status: MST services are meeting or exceeding established key performance indicators related to safety, reliability, efficiency, growth and passenger satisfaction. Investments in new technologies like MST Realtime and microtransit continue to yield positive results. Free fare promotions in**

Salinas and with local partners continue to generate growing ridership. In 2019 MST is achieving record levels of ridership on its ADA paratransit and other special mobility services. Changes in local demographics and recent service reductions are having a dampening effect on overall ridership growth.

- **Maintain board protocols and best practices to achieve effective and efficient board operations and board meeting management**

*Offer training and orientation for board members and provide concise reports that result in a well-informed, well-satisfied, participatory policy governance board*

**Status:** MST CEO makes every effort to meet individually with board members and has instituted a new board committee structure to facilitate decision making. The CEO continues to identify training opportunities for interested board members. Transit 101 topics continue to be presented at Board committee meetings.

- **Promote policies and practices that encourage environmental sustainability and resource conservation**

*Implement economically sound and environmentally-friendly resource conservation policies that reduce dependence on scarce natural resources and the potential for negative impacts on our environment*

**Status:** During the past 2 years, two ZEB battery electric buses have been placed in to service and another two have been placed on order. The ZEB MST Trolley has been experiencing a variety of mechanical and charging issues which will be resolved by May 2020. MST has sought grant funding for more ZEB equipment and infrastructure with little success.

- **Educate the public on MST services through promotion, communication and advocacy**

*Attract new riders and improve community support for MST by utilizing effective marketing, promotion, and communication techniques and by applying greater focus in meeting individual community and stakeholder needs*

**Status:** During the past year your Board adopted a multiyear Marketing and Communications Plan which is being implemented by staff. Staff attends a wide variety of community events to promote MST services.

- **Promote organizational values to maintain high quality relationships with MST employees, contractors, vendors, board members and community stakeholders**

*Promote individual and organizational safety, efficiency and effectiveness and enhance the satisfaction of our customers, employees, partners, board members, and other key stakeholders*

**Status:** MST continues a wide variety of employee and group recognition programs. Executive Leadership meets regularly with ATU and MSTEAL leadership to discuss important issues.

- **Maintain industry leadership for like-sized agencies within California and the United States.**

*Develop and implement programs and practices that distinguish Monterey-Salinas Transit as a leader within the public transit industry.*

**Status:** In the past few years MST has been recognized by the Federal Transit Administration and industry trade groups for its innovative programs and practices. MST staff continue to be sought out for leadership roles within a variety of national, state and local associations.

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## **FY 2020 Project Action Plan Status**

1. Begin operations of mini bus fixed route services from Joe Lloyd Way facility. August 2019

**Status: Delayed due to continuing negotiations with both MV Transit and Army Corp of Engineers which were completed in October 2019. Staff is working on a transition plan to occur by April 2020.**

2. Resolve federal funding issues with Department of Labor. August 2019

**Status: Complete. Based on the successful outcome of litigation, the Amalgamated Transit Union has dropped objections to MST grants related to PEPPRA and the US DOL is certifying grants.**

3. Develop Information Technology software and capital replacement plan. September 2019.

**Status: Delayed as MST staff works to bring on consulting to team to assist with implementation of IT strategic plan, policies, and procedures**

4. Complete negotiations of ATU 1224 labor agreement. December 2019.

**Status: Completed November 2019.**

5. Complete Permit and procurement design/build, and start construction of South County maintenance facility. March 2020.

**Status: Design/build contract awarded at the December 2019 board meeting with construction scheduled to begin in June 2020.**

6. Update Measure Q Transit Investment Plan (QTIP) for 2020 – 2024. December 2019.

**Status: Staff meeting taking place to develop an updated plan currently by April 2020.**

7. Accept delivery and place in to service new electric and conventional fuel buses, trolleys, mini buses, service and support vehicles .Ongoing .

**Status: Since July 1, MST has placed into service 5 Trolleys, received 10 minibuses, and one 40' GILLIG bus. With a second Air District grant, your board has awarded a contract to GILLIG for two additional electric buses.**

8. Start multi-year environmental review for Phase 2 Bus Rapid Transit (SURF!) pending award of funding from California Transportation Commission. October 2019.

**Status: Project has started with Environmental Review contract awarded and review has begun with meetings with TAMC and California Coastal Commission. A meeting took place regarding funding with CalSTA and Caltrans.**

9. Commence microtransit services within current MST OnCall service areas. January 2020.

**Status: Completed with six month microtransit demonstration project going live in August 2019.**

10. Implement Maintenance Apprenticeship program with Hartnell College. December 2019.  
**Status: Actively working with Hartwell staff and on track to be completed in time for the beginning of the Spring 2020 semester.**
11. Complete rehabilitation of Salinas Transit Center public restrooms and employee break areas. October 2019.  
**Status: Completed November 4, 2019**
12. Implement one-year pilot of free fare programs with Hartnell College and Monterey Peninsula Community College. August 2019.  
**Status: Completed with both programs implemented at the beginning of Fall semester.**
13. Secure federal or state funding for Salinas Operations and Maintenance. March 2019.  
**Status: Federal competitive grant awards were unsuccessful. Staff continues to seek funding from state sources.**
14. Transition Microsoft Office Suite to external Microsoft 365 system. November 2019.  
**Status: In process with likely transition to occur in January 2020.**
15. Procure and begin installation of new software applications including Human Resources/Payroll HRIS and Facilities Enterprise Asset Management system. June 2020.  
**Status: Not yet started due to changes in key personnel and resources directed to other projects.**
16. Procure mobile ticketing solution and begin implementation. June 2020.  
**Status: Ongoing. Staff has identified a potential solution and is monitoring its effectiveness and appropriateness before initiating procurement.**
17. Adopt Federal Transit Administration approved Safety Management System plan. June 2020.  
**Status: Staff is actively working on program and will have completed on time.**



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## I(c). 2020 Capital Projects and Transit Services

# MONTEREY-SALINAS TRANSIT DISTRICT

## 2020 Capital Projects and Transit Services



With local Monterey County transportation sales tax measures Q and X now in place, and additional California state transportation revenues generated by California Senate Bill 1 and Cap and Trade funds flowing to MST, the District now has access to robust sources of local match to complement a comprehensive federal capital and operating funding program. Specifically, within Monterey County MST and its thousands of daily passengers would benefit from new facilities and services, as well as the ability to keep MST's current facilities and fleet in a state of good repair.

### South County Maintenance & Operations Facility

MST operates 5 fixed-route transit lines and 4 general public dial-a-ride services that primarily serve southern Monterey County. During summer 2019, the monthly ridership on these transit lines reached a combined 52,000 boardings. Buses for these 9 routes are currently stored and maintained out of three bus yards: one in Monterey and two in Salinas. All three bus garages are limited in size and house more buses than they were originally designed for. In addition, MST has to run empty buses from the Salinas and Monterey bus yards to route starting points in the rural area – a distance of over 50 miles – causing extra wear and tear on vehicles.



A planned new maintenance facility in South County will accommodate transit buses serving that area, as well as provide additional capacity for future service as the rural communities grow. The South County Operations & Maintenance facility will include maintenance areas to service, clean, and fuel buses as well as a break room and training room for bus drivers. MST is considering financing up to half of the \$18 million project with Department of Agriculture Community Facilities and/or Build America Bureau Rural Project Initiative program funds with regular and continuing state and local transit grant programs being utilized for repayments of the principle and interest. MST will realize approximately \$20 million of capital and operating cost savings over the 30 year life of this facility.

### Service Expansion – Line 23 Salinas-King City

Introduced in 2002, Line 23 Salinas-King City is the backbone of MST's transit services along the Highway 101 corridor and includes stops in Chualar, Gonzales, Soledad and Greenfield. Since its inception with only a handful of round-trips a day, ridership and service has grown steadily over the last 17 years. Line 23 is used by many local community college students, agricultural workers and members of their family. Peak hour trips are often overcrowded. In that regard, federal, state and local funds will be utilized to increase the number of trips per day so that Line 23 operates on an hourly schedule, allowing better access between the South County cities as well as to destinations in Salinas such as Hartnell College, Salinas Valley Memorial Hospital, Natividad Medical Center, and Northridge Mall.



### City of Salinas Transit Investments

- In Salinas, the Clarence J. Wright maintenance and operations facility was constructed in 1986 with parking for 23 buses. Today, 35 buses are stored, inspected, and serviced at this location, exceeding design capacity by over 50%. At this overcrowded facility, the risk of in-yard collisions

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increases due to the congestion. In addition, the limited number of maintenance bays often forces staff to work on buses outside on portable lifts, vulnerable to inclement weather and the elements. And, current maintenance bays are not long enough to service 45-foot over-the-road buses that serve MST's long distance routes north to San Jose and southward along the Salinas Valley to Fort Hunter Liggett, Camp Roberts and Paso Robles. With Measure X local sales tax as local match, FTA 5339 Bus & Bus Facility formula and competitive grants as well as state Cap & Trade transit grant programs will be utilized to fund the renovation and expansion of this facility, which serves the largest city in the county.

- In downtown Salinas, MST is working with the City of Salinas to explore the possibilities of transit oriented development adjacent to the new Intermodal Transportation Center which is currently under construction. The new Center will build the infrastructure necessary to extend passenger train service to Salinas, the largest city in Monterey County. The City of Salinas is hoping to revitalize their downtown and planning for the short and long term housing needs to support growth. MST, in partnership with the City of Salinas have applied for a Transit Oriented Development grant through the Federal Transit Administration to help identify the opportunities.
- The City of Salinas is also a strong partner on a future bus rapid transit network. There are plans underway to connect Salinas to Marina in a multimodal corridor approach. Connecting to the multimodal corridor is a plan to convert the Salinas West Alisal corridor, a major arterial, from 4-lanes to 2 with bus rapid transit components including transit signal priority and bus-only lanes. In the future, extending this infrastructure to the East Alisal corridor will provide a Salinas to Monterey bus rapid transit network. MST has applied for grant funding to plan for bus rapid transit in the East Alisal corridor. When all phases are complete, passengers in Salinas will be able to take rapid bus service, on mostly dedicated lanes, to the jobs rich areas of the Monterey Peninsula.

### **Monterey Bay Busway Phase II – SURF!**

The Monterey Bay Busway Phase II – SURF! project is planned for a 10-mile corridor between the City of Marina along the Monterey Bay to downtown Monterey, and – utilizing shared infrastructure with existing bus rapid transit – continuing on another 1 ½ miles to Cannery Row and the Monterey Bay Aquarium. The project would provide residents and employees of Marina, Seaside, Sand City and Monterey, and students and faculty at California State University Monterey Bay (CSUMB), with a high-quality transit alternative to congested Highway 1. Connectivity to other bus services would provide easy access to Salinas, Pacific Grove, and Carmel-by-the-Sea. MST recently completed and is operating a mixed-flow rapid transit service, the JAZZ line, which has branded buses, bus stops, queue jump lanes, and transit signal priority. This SURF! project would complement and extend the impact of the existing JAZZ service by expanding the busway network throughout the southern Monterey Bay area along the Highway 1 existing and future congested corridor. To distinguish it from the JAZZ line, the SURF! would be themed around the Central Coast's surfing culture and would draw on the sport's iconic shapes and images for the buses, shelters, benches, signage, and overall color scheme. To facilitate better travel time, buses would travel on their own fixed-guideway and/or exclusive lanes in the most congested portion of Highway 1.



The \$15 million in local Measure X funds identified for construction of the SURF! project are not sufficient to fully realize all components of this ambitious project. To date, MST has estimated that the project would cost at least \$48 million in 2023 dollars. In that regard, an additional source of funding must be identified – likely competitive grant programs to be supported by additional revenues through a combination of federal and state transit and capital grant programs.

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## II. MEASURE Q MOBILITY PROGRAMS UPDATE

Over four years after Monterey County voters approved the 15-year, 1/8-cent Measure Q sales tax, the funds continue to support essential services for seniors, veterans, and individuals with disabilities. MST has used these funds for several programs to include:

**Line 61 Salinas-VA-DOD Clinic:** Provides daily service linking veterans and others to various health care facilities to include the new DOD VA clinic in Marina. The service provides over three thousand trips monthly. The reduced 75¢ discount fare on this and senior shuttles is provided by Measure Q funding.

**Senior Shuttles:** Five senior shuttle routes operate on the Monterey Peninsula and within the city of Salinas to connect seniors to essential services. The service provides over five thousand passenger trips monthly.

**MST RIDES Fare Discount:** In September of 2017, Measure Q funds were used to reduce the passenger fares by fifty percent for all passengers using MST's RIDES ADA Paratransit service. The discounted fare has helped passengers, many of whom are on fixed incomes, live more fully and independently. This reduction in fare is the primary reason that the program has seen a 46 percent increase in passenger boardings since FY 2017.

**Salinas Mobility Services Center:** On Wednesday, February 6, 2019, the new Mobility Services Center located at 15 Lincoln Avenue in Salinas, CA, was opened. The Mobility Services Center offers RIDES eligibility certification, and services for travel training, taxi vouchers, MST Transportation Reimbursement Incentive program, and the Navigator volunteer program.

**Rapid Response Emergency Management Software:** The Trapeze™ Rapid Response software module is designed to support Paratransit service disruptions and civil evacuations during local and regional emergencies or natural disasters. This tool will enable MST and its contractor to manage the MST RIDES fleet in a dynamic manner to effectively respond to adverse operational conditions while ensuring the safety, security, and general welfare of our passengers. The software is scheduled to be fully operational by the end of this fiscal year.

**Transit Assistance for Veterans:** MST has worked with local veteran service organizations to provide free quarterly bus passes to veterans who are in need of transportation services.

**Travel Training:** Free individual and group training sessions teach passengers of all backgrounds and physical abilities to read schedules and ride MST buses and RIDES ADA Paratransit services.

**Taxi Voucher Programs:** Working in collaboration with local taxi services, MST's taxi voucher programs provide over four thousand trips a month to seniors, veterans and persons with disabilities in Monterey County.

**Transportation Reimbursement Incentive Program:** Qualified Monterey County residents residing in isolated communities outside of the MST service area can apply for transit compensation through the agency's Transportation Reimbursement Incentive Program (TRIPs). Participants designate an individual as their volunteer driver and receive 40 cents per mile, up to 250 miles per month, when traveling for medical care, shopping trips, and other outings. The TRIPS pilot program launched in April 2018, and to date has provided over two thousand trips to program participants.

Attached is a presentation regarding the current status of Measure Q funded mobility programs and projects.



# Measure Q Mobility Programs & Projects Update

Cristy Sugabo, Mobility Services Manager

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## Programs & Projects

- MST RIDES ADA Paratransit
  - Eligibility Update
- Taxi Voucher Program
  - Persons with disabilities
  - Seniors
  - Veterans
- Taxi ADA Certification Training (TACT)
- Travel Training Program
- Navigator Volunteer Program
- Veterans & Senior Shuttle
- Transportation Reimbursement Incentive Program (TRIPs)
- Projects
  - Complete Project
    - Mobility Services Center
  - Future Project
    - Flex Voucher Project

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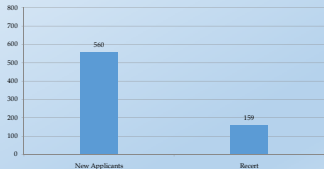
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## MST RIDES ADA Paratransit Eligibility Update

- Current registered clients – 2,797
- **Approved – 719**
- New Applicants – 560
- Recertified - 159

MST RIDES Eligibility Breakdown



Category	Count
New Applicants	560
Recert	159

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## Taxi Voucher Program

- Current Participants
  - Senior Vouchers – 2,973
  - Persons with Disabilities Vouchers – 1,513
  - Veterans Vouchers – 269
- Current Distribution Locations
  - Seniors – 12 & 2 sign up location
  - Persons with Disabilities – 3 & MST RIDES Eligible clients
  - Veterans – 4
- Total trips – 51,081

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## Taxi ADA Certification Training

- 3 years (2019)
- Certified Drivers – 95
- Participating Taxi Cab Companies
  - Yellow Cab
  - Central Coast Cab
  - Sal's Cab
  - Green Cab
  - Marina Cab

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## Travel Training Program

- Persons travel trained – 825

## Navigator Volunteer Program

- Volunteers – 8
- Service hours – 2,058

## Veterans & Senior Shuttle

- Veterans Shuttle
  - 2019 Boarding – 33,237 (Jan –Oct)
- Senior Shuttle
  - 2019 Boarding – 54,936(Jan – Oct)

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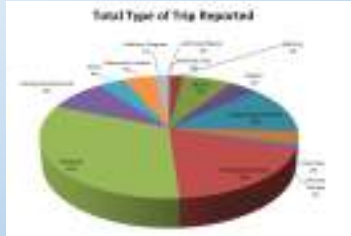
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## Transportation Reimbursement Incentive Program (TRIPs)

- Current participants – 81
  - Seniors – 51
  - Veterans – 10
  - Persons with disabilities – 20
- Total Reported Trips - 3639



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## Projects

- Complete Project
  - Mobility Services Center , Salinas



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## Projects

- Future Project
  - Flex Voucher System
    - Phase 1 – Research and Stakeholder survey
    - Phase 2 – Development
    - Phase 3 – Implementation
      - Transition paper taxi vouchers to paperless

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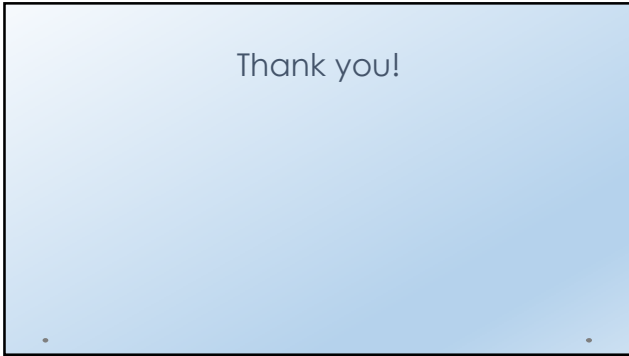
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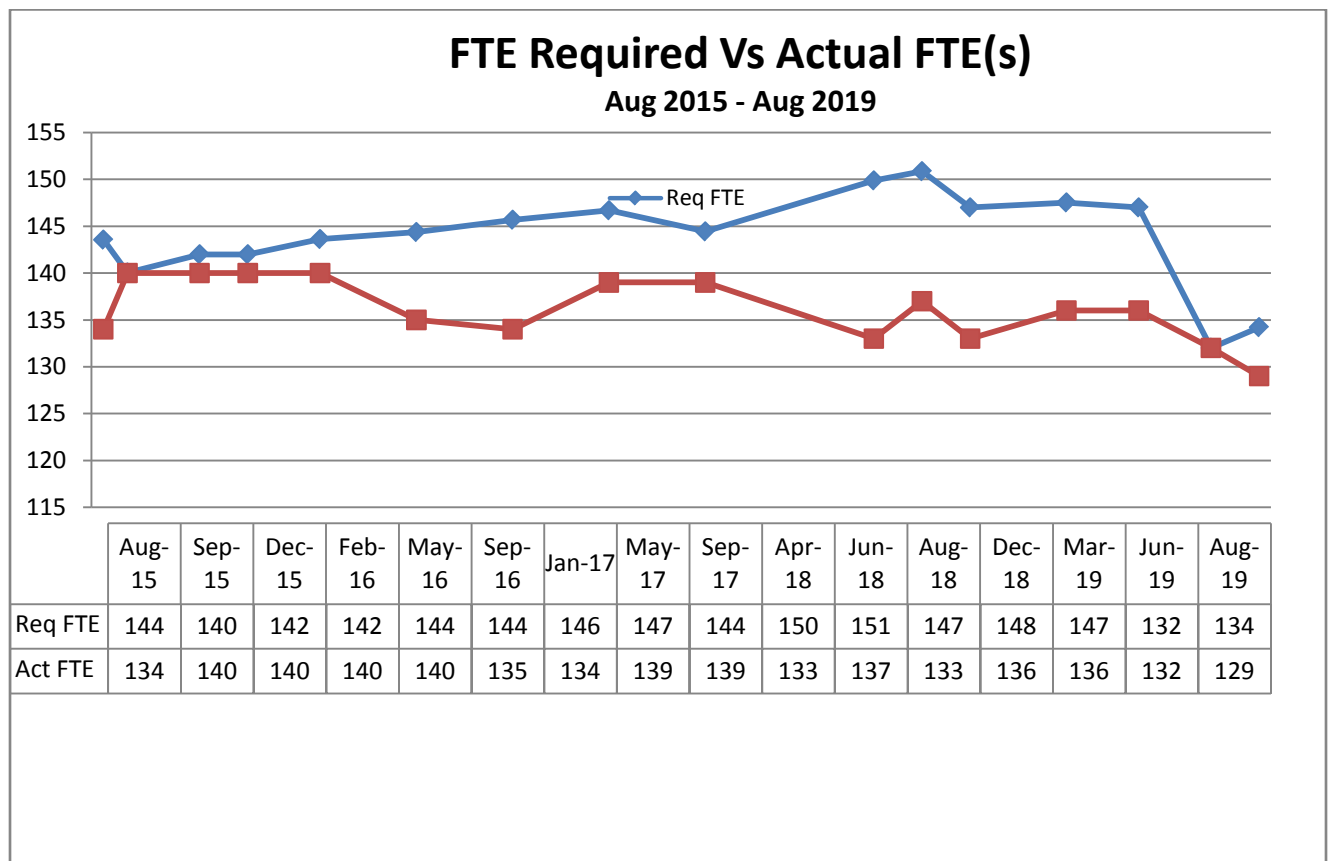
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### III. MST EMPLOYEE RECRUITMENT/RETENTION ISSUES

For several years, transit operators across the country in urban areas large and small have struggled to fill a variety of bus driver and technical skilled trade positions. The attached article *There's a Bus Driver Shortage. And No Wonder* from June 28, 2018 CityLab explains in detail some of the issues.

The following chart shows the 5 year history of MST attempts to match full time equivalents required to those required by the levels of services offered to the community.



The following tables show the number of recruitment activities that have taken place over the past year and the resulting number of applications received, and the rate of attrition that takes place through the hiring and training process.

During the current calendar year, MST hired or promoted 36 persons for a variety positions per below. For these positions MST received and processed 386 applications.

<b>Job Title</b>	<b>Total Applicants</b>	<b># BFOQ</b>	<b>% BFOQ</b>	<b># Hired</b>	<b>% Hired</b>	<b># Promoted</b>	<b>% Promoted</b>
Assistant Mobility Specialist	30	17	57%	1	6%	0	0%
Coach Operator	107	52	49%	12	23%	1	2%
Communication Systems Manager	9	5	56%	1	20%	0	0%
Communication Systems Specialist	19	8	42%	1	13%	3	38%
Customer Service Representative	20	7	35%	1	14%	0	0%
Director of Planning & Development	14	10	71%	0	0%	1	10%
Facilities Technician I	18	9	50%	0	0%	1	11%
Fleet Maintenance Supervisor	5	5	100%	1	20%	0	0%
Marketing & Customer Service Manager	34	20	59%	1	5%	0	0%
Mechanic C	38	23	61%	5	22%	0	0%
Mobility Coordinator	11	4	36%	0	0%	1	25%
Mobility Specialist	12	11	92%	1	9%	0	0%
Risk & Security Manager	6	5	83%	1	20%	0	0%
Transit Planning Assistant	10	7	70%	1	14%	0	0%
Utility Service Person	53	21	40%	3	14%	0	0%
<b>Totals</b>	<b>386</b>	<b>204</b>	<b>53%</b>	<b>29</b>	<b>14%</b>	<b>7</b>	<b>3%</b>

In order to attract applicants, MST staff have attended numerous job fairs and community events as detailed below:

#### **Job Fairs Date**

3/20/2019

4/17/2019

4/25/2019

8/14/2019

10/16/2019

10/23/2019

11/20/2019

11/22/2019

#### **Event /Location**

CET, Salinas

Community Job Fair Monterey Conference Center, Monterey

Salinas Transit Center / Monterey Transit Plaza

Mee Memorial Hospital, King City

7th Annual Biggest Little Job Fair, Goodwill, Salinas

4th Salinas Community Job Fair, Goodwill, Salinas

Government Center, Salinas (MST Recruitment Fair)

MST Administrative Office, Monterey

#### **Job Outreach**

1/19/2019

3/6/2019

4/14/2019

4/23/2019

5/5/2019

5/15/2019

5/17/2019

5/18/2019

8/6/2019

Salinas Valley Sustainable Fair & EV Test Drive

4th Annual TK & Kindergarten Community Resource Festival

Ciclovía in King City

Summer Activity Expo

Take it Outside California

Senior Transit Day

Salinas Valley Fair, King City

Salinas Founder Day

National Night Out, Marina

**Job Outreach (cont)**

8/24/2019	West End Celebration, Sand City
8/28/2019	CSUMB Transportation Expo
9/21/2019	MBCP's 2nd Annual Community Power Festival
10/6/2019	Ciclovia, Salinas
10/20/2019	Greenfield Harvest Festival
9/26/19, 10/24/19,	Veterans Collaborative
9/3/19, 10/17/19, 11/4/19	Vet-Club (Vet-Net)
10/19/2019	Honor Our Fallen Run 5k and 10k Run/Walk
11/14/2019	7 <sup>th</sup> Annual Veterans Appreciation Job Fair

**Job Posting Locations**

- MST Website
- MST Facebook
- MST LinkedIn
- Indeed
- Craigslist
- Monterey Bay Jobs
- EDD
- Monterey County Weekly

For coach operator positions, we received 107 applications and hired 12 persons into the training program. Of those 12, only 4 completed the training class to become a full time driver. Over the past year, the reasons for not completing training may be broken down as follows:

Total Applications Received	107
Did not pass assessment	24
Invited to test	83
Tested	53
Passed test	26
Invited to interview	26
No shows	1
Job offered	16
Started on hire date	13
Graduated class	5

Beginning with our next coach operator training class, MST will provide additional financial incentives to motivate new employees to complete their training and maintain employment for two years.

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New York City bus driver David Smith points out how to use the fare system to a passenger. // Chris Hondros/Getty

## There's a Bus Driver Shortage. And No Wonder.

LAURA BLISS JUNE 28, 2018

### Why doesn't anyone want to drive the bus?

Hauling passengers on a 40-foot city bus has never been glamorous. But Ryan Timlin could at least see the potential back in 2006, when he was earning nearly minimum wage at a St. Paul hardware store and hungry for a change. A friend who worked at Metro Transit, the public transportation agency for the Twin Cities, convinced him that driving buses meant good pay and a stable future. So Timlin donned the striped Metro uniform and got behind the wheel, ferrying passengers around Minneapolis and St. Paul every day for 11 years.

Timlin, now 38, recently settled into a new role as president of his local Amalgamated Transit Union chapter. He has no regrets about his career. But if he was younger and searching for a new job today, he isn't sure he'd choose the bus route. "I loved that job, even with all its baggage," he said over the phone last week. "But it's hard to say that I would do it again, because of how it's gotten."



How has it gotten? By many accounts, driving a city bus is a worse paying, more arduous, and more dangerous occupation than it once was. Yet many more workers are needed, badly, for a job that few seem eager to do. There's an industry-wide labor shortage, and it is affecting passengers by straining service.

You don't have to look far to find this problem. Across the country, transit agencies are working overtime to recruit more bus drivers. King County Metro in Seattle, Washington, needs about 100 more people to make up their operator gap. Ray Greaves, the New Jersey State ATU chair, believes New Jersey transit needs at least 200 more bus operators across the state. As of last December, Regional Transit Denver was short 127 bus drivers. L.A. County Metro, which operates the second-largest bus system in the country, is hustling to fill shifts.

Riders may be feeling its effects, too. A 6 percent cut in bus service by the Toledo Area Regional Transit Authority in Ohio earlier this year—the second year in a row—was attributed in large part to their driver shortage and growing overtime expenses. In Gainesville, Florida, cutbacks that hit 17 routes—setting back arrival times as much as 15 to 35 minutes—were linked to a lack of bodies behind the wheel. Louisville's 40 operator vacancies were resulting in delays on about 10 routes every day earlier this year. The shortage is plaguing rural and suburban systems, too: The Cooperative Alliance for Seacoast Transit in New Hampshire is short at least 25 percent of the workforce it needs to cover its timetable.

Why doesn't anyone want to drive the bus? Once upon a time, it was considered an honorable and desirable gig—a stable union job with a good middle-class salary, a public pension, and at least some cultural recognition for the contributions it made to society, if bus-driving everyman heroes like Ralph Kramden of "The Honeymooners" were to be believed. Like many public sector jobs, it provided a reliable foothold on the ladder of social ascension. Even if you didn't have a college degree, being a city bus driver meant you could buy a house, feed your family, take a vacation, save for your child's college tuition. And relative to other transportation jobs, transit is still more inclusive of women and people of color.

But public sector jobs of all kinds have declined in pay as collective bargaining continues to be eroded. Bloated MTA salaries may be a punchline in New York City, but not so in other towns. The median hourly wage for a municipal bus driver in the U.S. is \$19.61, according to the Bureau of Labor Statistics. That's above-average pay, and seasoned employees can make double. But as with all kinds of low- and middle-income jobs, driver wages have barely kept up with the rate of inflation over the past decade. Entry-level paychecks tend to be much smaller, which can pose a barrier to many young workers, especially with the fee required to earn the requisite commercial driver's license.





During World War II, women took on bus operator jobs in cities nationwide, including this driver in Beaumont, Texas, in May 1943. (Corbis via Getty)

Sustained funding cuts that began during the recession have further challenged transit agencies to keep pay competitive. Less funding also translates into diminished routes and reduced frequencies, which seem to be the most important factors driving down bus ridership around the U.S. Welcome to the transit death spiral: fewer riders, lower revenues, lighter paychecks. “We have drivers who are homeless in this country,” Larry Hanley, the president of ATU International, the largest labor union representing transit workers in the U.S., said. “In the Google area of California, the pay is so suppressed that we have drivers who are sleeping in their buses.”

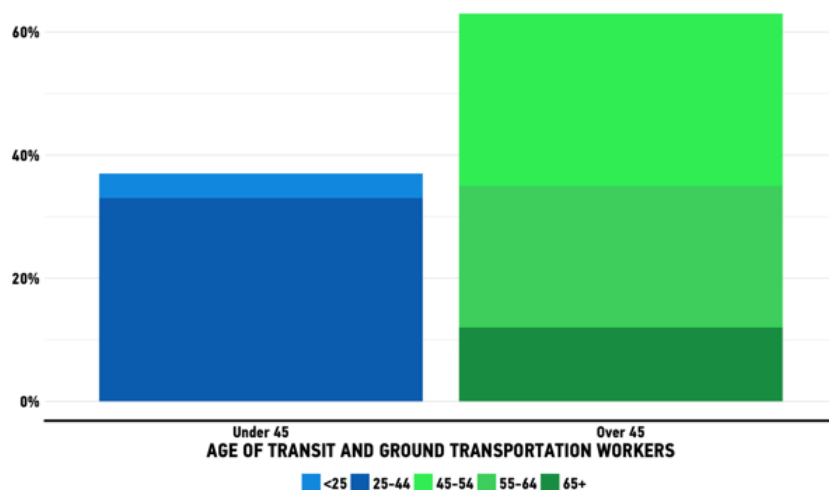
Hanley was referring to a policy in Santa Clara Valley Transportation Authority, which for 20 years has permitted employees who live more than 50 miles away to sleep on trailers parked on its property. Some drivers also choose to snooze in their cars on nearby streets, according to the *San Francisco Chronicle*. News broke this week that VTA, which faces a \$26.4 million budget gap for the coming fiscal year, is phasing out its official sleep-permitting policy.\* Operators there aren’t sure what they’re going to do.

Labor shortages are a barrier even for cities that look healthy from a transit perspective. Until King County Metro in Seattle—a rare example of 21st-century bus ridership success—can fill its 100-person driver gap, it won’t be able to fill rising demand for more service, one county transportation planner told me in March. Back in Minneapolis and St. Paul, which have been praised for increasing bus and rail service to meet a growing population, “we do not see that number [of bus operators] moving the right direction without any additional programming or assistance,” Aaron Koski, the head of Metro Transit’s workforce development department, told MPR News in May. A system expansion “will put more pressure on the need to have a full complement of operators to deliver service.”

There were always times when Metro Transit struggled to meet the demands of the system, like during state fairs or holidays, Timlin told me. “If there’s no one there, the bus just gets cut,” he said. Part-time drivers are running in short supply; pushing overtime too often burns out full-time workers.

Virtually all of the old transportation trades, private and public, are facing hiring struggles, from [school bus](#) systems to [trucking industries](#). A “silver tsunami” retirement wave is hitting them hard, and ground transit—which includes city buses and intercity coaches—has the highest percentage of workers over the age of 55 (35 percent) compared to the trucking, air, rail, and maritime transportation sectors. A staggering 63 percent of transit workers are over the age of 45. While trucking has the greatest projected future labor needs, buses are hardly dying out, contrary to what you might read about Uber and Lyft killing transit. Nearly 200,000 transit and intercity coach driving jobs are estimated to open up by 2022, according to a [2015 joint analysis of BLS data](#) by the U.S. Departments of Transportation, Labor, and Education. And nearly 72 percent of the current operator workforce is set to exit by that year.

### 63% of Transit Workers Are Over 45 Years Old CITYLAB



Source: TLC and JFF analysis based on EMSI 2014 Industry Report (David H. Montgomery / CityLab)

The transportation trade facing the most existential angst right now is probably taxi driving. Uber, Lyft, and other ride-hailing services have blown up that industry’s rigid, medallion-based business model, leading to plummeting earnings (and a [wave of suicides](#) among New York cabbies). For better or worse, new players dramatically lowered the barrier to entry for workers who wanted to plug in and drive. Indeed, the allure of ride-hailing gig work may be siphoning off would-be bus drivers, some of the union and transit agency leaders I spoke with suggested. Driving for services like [Amazon Flex](#) may be another draw.

But there’s a distinction between the bus and taxi labor crises: Buses themselves aren’t critically endangered, as the demand for operator jobs right now proves. Bus *driving*, however—at least as the job has long been described—might be, if the profession doesn’t undergo a radical makeover.

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### The plight of the American bus driver is like a Rorschach test for society’s ills.

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According to a [current job description posted by L.A. Metro](#), here’s what a bus operator needs to know: state and local traffic laws, vehicle safety rules, and “basic money and time concepts.” That makes sense; apart from maneuvering the vehicle, bus operators have traffic to negotiate, schedules to adhere to, and fares to collect. Unmentioned, though, is the most demanding part of the job, according to drivers: the human element. A bus is an unruly micro-community, full of passengers who are getting sick, laughing, crying, arguing, and [dancing](#). They need directions, they’re carrying babies and strollers, they’re struggling to scrape together fares.

Most riders are respectful and pleasant, bus operators told me. But knowing how to handle the full rainbow of behaviors makes bus driving a highly skilled customer-service job that other transportation trades are not. “We’ve seen a lot of reluctance among the youth,” said Hanley. “When someone who is 21, probably raised on technology, is offered this kind of job, they may venture out and try it. But they’ll realize it’s a hard job. You have to actively concern yourself with all the things you see.”



Members of the Amalgamated Transit Union Local 1433 strike in front of the First Transit Inc., bus depot on in Tempe, Arizona in 2013. (Ross D. Franklin/AP)

Bus operators also face the quite tangible occupational hazard of assault. Incidents of verbal abuse, spitting, slapping, stabbing, and even Taserings against drivers appear to be continuing to rise, even as transit ridership numbers have fluctuated. Highly-publicized incidents, like bus hijackings and urine flingings, depress morale and scare off recruits, Timlin, Hanley, and others said. Most bus-rage eruptions escalate from fare disputes. “The bus driver is like the tax collector,” said Greaves, the union leader in New Jersey. “They’re demanding the fare, which puts them in a precarious situation” —especially as fares climb to cover budget gaps.

Many agencies have struggled to make adequate driver safety improvements, according to one 2015 U.S. Department of Transportation report. But there are pathways. Automated fare collection and driver barriers would lower the risk of assaults, said Ed Wytkind, president of the Transportation Trades Department, a national coalition of transit worker unions. Union leaders are also pushing for improved driver workstations with better visibility and ergonomics; chronic muscle and skeletal strains are common among drivers, another factor explaining high rates of absenteeism and turnover.

Held at different angles, the plight of the American bus driver is like a Rorschach test for society’s ills. See the graying labor force with no successors, the failure to retrain middle-class workers, the yawning class divides. See the tech disruptions peeling away customers and workers. And here, see the extinction-level threat still looming in the future. That’s automation.

Self-driving shuttles have already hit the roads in Paris, Helsinki, Las Vegas, and the Bay Area, and on campuses like the University of Michigan. Drivers have taken note. Following the fatal crash of a self-driving Uber in March, drivers from the Columbus, Ohio, chapter of the Transit Workers Union distributed pamphlets to riders warning against the threat of autonomous vehicles. The demonstration focused on the technology’s perceived safety hazards, but it was also fueled by job loss concerns, workers said.

They may have been premature: the transition to self-driving for full-length, fixed-route buses is likely decades away, experts say. And technology may, in fact, hold hope for the profession. For now, and perhaps for the foreseeable future, the scope of what is involved in managing a bus—not just driving it—eclipses the abilities of any robot or digital device. And the stress of the job transcends that of most comparable gigs in transportation or service. After all, bus driving is both.

That's why transit agency leaders like to say automation won't displace the need for transit labor; as long as there are people boarding a communal vehicle, someone's got to be in charge to manage them. "We talk about placing a greater focus on customer experience," said Joshua Schank, the chief innovation officer at L.A. Metro. "As it is, we're not doing a good enough job making it the best it would be." He imagined future bus operators positioned at the front of the vehicle giving directions, helping passengers board, and settling conflicts and mishaps.

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### **"The industry has to decide that they're going to pay bus drivers enough to live in the city where they work."**

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No agency I've spoken with seems to have seriously broached the topic of automation with labor, though. Union representatives, meanwhile, largely view automation as a threat to riders and drivers. For them, the worst thing would be if agencies used the labor shortage to further cut service, or if automation was used as "solution" for the lack of workers. "No," Hanley said. "The industry has to decide that they're going to pay bus drivers enough to live in the city where they work."

But if self-driving technology ever got to a point where a bus can handle street traffic without a human driver, Hanley did agree that reorienting drivers to focus on passengers would make sense. It's hard to see the downside of starting to train bus operators that as customer service experts now. It seems new drivers would be better prepared for their jobs and perhaps more likely to stick around.

Tom Fink, who drove for the Santa Clara Valley Transportation Authority in San Jose, California for 25 years before retiring in the mid-2000s, has devoted his retirement to changing operator training so that agencies more fully prepare drivers for the stress of the job. In 2008, he helped launch the Joint Workforce Investment program, a partnership between VTA and the local ATU chapter that partners newer recruits with more seasoned operators as mentors. Rookie drivers can learn the art of negotiating with difficult passengers or simply get a chance to vent—important in an occupation that's almost totally solitary. The results point in a promising direction. Satisfaction and retention rates of VTA operators who've gone through the program have been notably higher than those who haven't. Working with the Transportation Learning Center and ATU, Fink is working to export the model to other union chapters and agencies. "It's not right to not prepare people for the full spectrum of the job," he said.

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### **Recommended**



**To Build a Better Bus System, Ask a Driver**

ALON LEVY

/ ERIC

GOLDWYN

JUNE 18, 2018



**Move to Wisconsin, Millennials! (Just Don't Forget Your Car.)**

LAURA

BLISS

JUNE 14, 2018



**Los Bu: You LA BL MA**

Drivers may have plenty to complain about, but many old-timers say they'd never trade in the honor of serving the public. For the first few years of driving for VTA in the late 1970s, Fink hated the job—it was too stressful, and overtaxed his natural introversion—until a diverse flock of passengers boarded one Sunday. A group of church ladies stepped on in the morning and again in the afternoon. A good-natured man on a bar crawl kept turning up at stops, growing chattier and warmer as he hopped on and off. It suddenly dawned on Fink that he was not a chauffeur, nor was he a machine. If not for him, carless people in San Jose would be stuck at home, deprived of their outlets for pleasure, worship, social contact.

"I was woven into the fabric of the community," Fink said, his voice husked with emotion. "I wanted to be useful." Work became more than a paycheck for him. Part of the driver mentorship program is to convey how profoundly vocational the job can be.

At a time when Americans find themselves engaged in a national argument about "civility," the driver's seat of a city bus might be one of the better places to catch its fundamentals in action. There, you can witness basic consideration and respect exchanged between fellow humans, and with the public worker who gets them all where they need to go. "Elon Musk, Uber, all these technocrats—they don't have the answer," Timlin said. "They're creating bubbles that don't help society." But transit seems to strengthen communities in an age that seems determined to tear them apart. Happier drivers, happier passengers: It might be good for America.

If that sounds utopic and far-off, it is. But there is a simple thing you might do to burst one small social bubble, feel some fleeting joy, and lift a harried worker's spirit. "Some passengers walked by as if you weren't even a human being," Timlin said. "But it did feel good when someone actually thanked you."

*\*CORRECTION: A previous version of this article incorrectly stated that VTA plans to redevelop the lot where bus operators have slept in trailers. There are currently no plans to develop the land, according to a spokesperson.*

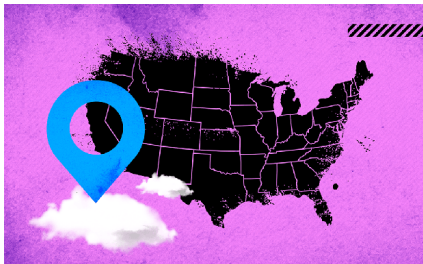
## About the Author



### Laura Bliss

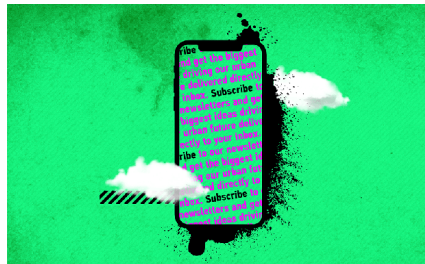
🐦 @MSLAURABLISS / 📡 FEED

Laura Bliss is *CityLab's* West Coast bureau chief. She also writes MapLab, a biweekly newsletter about maps ([subscribe here](#)). Her work has appeared in *The New York Times*, *The Atlantic*, *Sierra*, *GOOD*, *Los Angeles*, and elsewhere, including in the book *The Future of Transportation*.



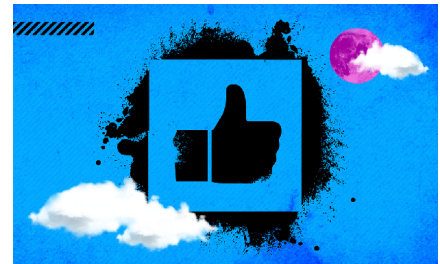
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NEWS › BOULDER AREA NEWS

# RTD staffing challenges could force Boulder County route cuts



Helen Ireland steps off the RTD bus at the Table Mesa Park and Ride arriving from Union Station on Thursday in Boulder.

By **KATIE LANGFORD** | [klangford@prairiemountainmedia.com](mailto:klangford@prairiemountainmedia.com) | Boulder Daily Camera

PUBLISHED: December 26, 2019 at 6:41 pm | UPDATED: December 31, 2019 at 3:24 pm

*Editor's note: This story has been updated to reflect that the proposed change to route Y is to reduce service to two morning and two evening trips per day and route 206 is also being considered for cuts.*

Hundreds of Boulder County bus riders could be looking for alternative transportation if proposed cuts to Regional Transportation District routes are approved.

RTD staff have proposed eliminating or reducing approximately 30 routes or special services in metro Denver, four of which impact Boulder County.

The plan would eliminate BuffRide, the regional commuting bus to University of Colorado football games, and route 236, which loops between the Table Mesa and Boulder Junction stations along 28th Street.

Other cuts include reducing service for route Y between Lyons and Boulder to two morning and evening trips per day, reducing the frequency of the JUMP route, which runs on Arapahoe Avenue between Lafayette and Boulder, and reducing route 206.

RTD doesn't have enough employees to staff all of the routes, said spokeswoman Laurie Huff, and this is the first time the district has considered reducing or eliminating service because of understaffing.

"The issues we're experiencing are not unique to our region," Huff said. "They're being experienced throughout the country and the world."

Part of the challenge in hiring and retaining employees is the mandatory six-day work weeks, Huff said.

RTD instituted mandatory six-day weeks for many employees because there weren't enough operators to cover all of the routes, but the grueling schedule has caused a high rate of turnover at the agency.

"The hope with this proposal is that it will help stabilize our workforce and help get things to a place where fewer people have to be mandated," Huff said. "We're not saying this proposal will eliminate the need to mandate (six-day weeks), but the hope is that it will decrease the need."

Routes were identified for reductions or elimination based on low community use and revenue, according to an RTD staff report.

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"I think there are some structural problems with RTD, not the least of which is that they're underfunded," he said. "There needs to be some serious rethinking about how the whole thing is put together and laid out."

The proposed cuts are concerning because people need more options for commuting and public transportation, not less, said John Tayer, president and CEO of the Boulder Chamber of Commerce.

"Clearly (RTD) is dealing with significant financial and labor constraints, and that's having significant ramifications for mobility in and around Boulder County," said Tayer, who represented District O, which encompasses western Boulder County, on the RTD board of directors from 2006-2013.

Fewer transportation options are a concern from an economic standpoint, Tayer said, but also because it means a less environmentally sustainable transportation system and less social equity.

"We need to work with RTD to fundamentally change its direction, but also we're clearly going to have to look at alternative mobility for our community," he said.

The most popular route that could be cut is BuffRide, which shuttles approximately 450 people to CU Boulder's campus for every home football game, according to RTD data.

CU Boulder spokeswoman Deborah Méndez Wilson declined to comment on the plan, stating that the university can't speculate on proposed RTD service changes.

RTD's Board of Directors is set to vote on the changes at a Jan. 14 meeting, with a final vote occurring in March. District staff will hold public forums across the region in January and February to gather feedback, Huff said.

If approved, the changes would go into effect in May.

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## Katie Langford

Katie is a Colorado native and graduated from the University of Northern Colorado with a bachelor's degree in journalism in 2014. After covering K-12 and higher education on the Western Slope, she joined the Daily Camera in 2019. She writes about the University of Colorado system, CU Boulder and higher education in Boulder County.

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## Canceled trips and stranded riders as Bay Area grapples with bus driver shortage

SamTrans is shutting down a route as it seeks to hire drivers



A SamTrans bus waits at the BART station in Colma, Calif., Thursday morning, March 17, 2016. (Karl Mondon/Bay Area News Group)

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If you've been stuck at a Bay Area bus stop waiting for a ride that never showed, the culprit might have been a shortage of drivers that has local transit agencies scrambling to recruit new operators.

SamTrans has had to cancel hundreds of bus trips in recent months as it tries to fill 50 open driver positions, and announced this week that it will shut down one of its routes because it doesn't have enough drivers. That bus system, along with VTA and AC Transit, has ramped up its efforts to find and train new drivers amid a nationwide shortage of bus operators.

In San Francisco, where voters last November approved a new tax on Uber and Lyft trips, city officials said they plan to use the money it will raise to address a serious shortage of Muni drivers.

The problem isn't limited to public transit either — Bay Area school districts have similarly struggled to find drivers amid a tight labor market, high cost of living and competition with charter companies and tech-industry shuttles.

"We don't have enough operators to effectively cover all of our routes," SamTrans spokesman Dan Lieberman said.

SamTrans classified over 800 trips between August and November as "did not operate," which Lieberman said typically means there wasn't an operator available to run it. The canceled runs were less than 1 percent of SamTrans' total trips during that time period, but were a sharp increase over the previous four months when only 60 trips were canceled — not to mention a headache for riders whose commutes stretched on as they waited for the next bus.

SamTrans began warning riders this week that it plans to shut down its ECR Rapid route, an express version of its popular route along El Camino Real, as a result of the shortage. The Rapid bus, which runs between the Daly City BART station and the Redwood City Transit Center, will take its final trip Jan. 17, while the standard route won't change.

"This was the most painless way to keep our other routes covered," Lieberman said.

The open driver jobs, 15 of which SamTrans expects to fill when its next class of recruits finishes training later this month, represent about 14 percent of the system's 348 total driver positions.

In an effort to recruit enough new bus drivers to make up for those who are retiring, SamTrans has increased the size of its recruit classes and begun offering more of them each year.

AC Transit has joined with the Oakland community organization The Unity Council on a program to recruit and train new drivers. AC Transit spokesman Robert Lyles said the system's current staffing levels are "sufficient" for its routes, but did not say how many openings the system has.

VTA has similarly sought to bolster its recruitment through new partnerships with its drivers' union, as well as mentoring programs.

But while VTA has acknowledged that a lack of drivers was to blame for missed trips that have caused riders to grumble on social media, system officials place the blame on drivers calling in sick or other unplanned absences, not a lack of new drivers getting hired.

**We apologize for the inconvenience. We have had an unusual number of cancellations or routes being placed in service later than scheduled due to a shortage in personnel. Unfortunately, this was the case with the trip you were attempting to board. -TH**

**— VTA Customer Service (@vtaservice) October 10, 2019**

VTA has 30 vacant bus and light rail driver positions out of its budgeted staff of 925, spokeswoman Brandi Childress said.

"The crux of the issue is a shortage of operators covering their daily scheduled work shifts," Childress said. "As we work to fill the vacant positions, we are also exploring ways to help employees be more accountable to their scheduled work shifts and assignments."

John Courtney, the president of Amalgamated Transit Union local 365 in San Jose, said drivers' attendance was not the culprit, and instead blamed VTA for not moving quickly enough to hire new drivers.

"We're short-handed in every position," said Courtney, whose union represents drivers, maintenance workers, dispatchers and other VTA employees.

Courtney said he would "certainly" support a measure like the one San Francisco voters just approved taxing ride-hailing companies to fund better public transportation and hire new drivers.

"It helps our industry if we figure it out," he said.

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## **IV. PARTNERSHIPS AND NEW SERVICE INITIATIVES UPDATE**

For 25 years, MST has utilized a variety of partnerships to fund new services and offer reduced fares to a variety of public, private, nonprofit and educational institutions. Currently, MST has a variety of partners including the Presidio of Monterey, Naval Post Graduate School, Fort Hunter Liggett, Camp Roberts, City of Monterey, Monterey Bay Aquarium, California State University, Monterey Bay, Hartnell College, and Monterey Peninsula College. These partnerships provide about 10% of MST funding yet due to their specific nature account for nearly 25% of our total annual passenger boardings.

### **Military Partnerships**

MST and the U.S. military have enjoyed a creative partnership arrangement for over 10 years. Four independent partnerships have been formed since 2008. The Naval Postgraduate School (NPS) in the City of Monterey first reached out to MST when they had a parking shortage on campus. MST was able to design public transit routes that serve NPS at high demand travel times.

In 2009, MST added the U.S. Army Garrison Presidio of Monterey to its list of partners. The Presidio, also located in the City of Monterey, was experiencing parking problems, as well. With dozens of instructors commuting over 75 miles from the San Francisco Bay Area, the Presidio was looking for transportation solutions. MST designed several transit routes that connect residential areas to the Presidio. Former Line 79, a long-distance commuter route was created to connect residents of the San Jose area with the Presidio.

The following year in 2010, U.S. Army Garrison Fort Hunter Liggett in rural southern Monterey County was added to the military partnership portfolio. In this case, there was a population of active service men and women commuting 40-to-70 miles from Salinas and Paso Robles to the military base. MST designed transit routes to connect the distant residential communities with the base.

Camp Roberts Army Base is located in rural, southern Monterey County, about 35 miles southeast of Fort Hunter Liggett. Travel between residential areas on Fort Hunter Liggett to work sites on Camp Roberts was a challenge for the military. In 2015, MST designed a transit route that would connect the two, as well as provide service to shopping centers and medical facilities in more distant areas. Transit service to, from and near these four military bases has comprised a large part of MST's service.

The partnerships require that the military installations participate in the Federal Mass Transportation Benefit Program where participants purchase an MST monthly bus pass. MST has designed special public transit routes that cater to the needs of each installation. In most cases, participants receive a debit card issued by the federal government. Each month the debit card is pre-loaded with a designated amount of funds from the Federal Mass Transportation Benefit Program. Each participant receives a debit card and uses the card at an MST vending machine on the military base or at an MST customer service window to purchase a monthly transit pass. This unique process allows hundreds of federal active duty and civilian employees to become dedicated transit riders and purchase bus passes easily.

MST is actively looking for ways to grow these partnerships. A construction project is set to begin at NPS in early 2020, so staff will be coordinating to increase participation in the bus pass program as a way to further alleviate parking problems.

Additionally and for several years, MST has leased property on Joe Lloyd Way in the former Fort Ord area off of 8<sup>th</sup> Street to act as a temporary operating base. MST would benefit greatly from a long term lease agreement with POM to continue utilizing the property for operation of its minibuss fleet.

### **Presidio of Monterey Funding Issue**

Of particular concern is that through a variety of specific actions taken by the garrison command of the Presidio of Monterey, MST has seen both a dramatic drop in individual participation levels and 25% drop in individual pass reimbursement levels. The result is that this program is not generating sufficient revenue to sustain itself.

Specifically, POM staff, without consulting with MST management, initiated communication with US Department of Transportation staff to lower the monthly reimbursement rates to a level below your board approved rate. Upon learning of this action, MST executive leadership staff met with the POM command staff to discuss their issues and learned the POM judge advocate general staff (JAG) had concluded that they could not request a monthly reimbursement that exceeded the monthly pass rate offered to the general public. At the meeting, MST attempted to explain to the JAG that the services provided by MST were developed at the request of POM. These premium peak-hour, commuter-based services exceed what is provided to the general public. These lines serving the base were designed to serve military housing neighborhoods with a direct connection and access through installation security gates and directly to a service member's workplace. These special services come at higher cost to MST to deploy. JAG staff was unmoved by this argument and pointed to Department of Defense regulations that they claimed required the reduced monthly payments.

MST staff traveled to Washington, D.C. to speak directly to the leadership of USDOT who manage the program on behalf of the ARMY. DOT staff indicated that it was completely appropriate for MST to charge a premium rate for the services designed for the POM and that they would support a reimbursement level that would cover MST's costs. DOT staff indicated that they were willing to speak with POM staff to clarify reimbursement issues. MST has attempted multiple times to follow up with both POM and DOT staff on this issue and to date have not been successful in reestablishing our reimbursement to a level that covers costs associated with providing the services requested by POM.

In response, and not to create further financial burden on MST, staff will institute a significant reduction in services to the POM in order to keep the program fiscally solvent. It is likely that a reduction in service will adversely affect the soldiers, faculty and staff who currently participate and will increase traffic congestion around the Presidio installation.

Staff will continue to work with Presidio staff to develop a sustainable transportation program that meets the needs of the military, the community, and MST.

## **Hospitality Partnerships**

The Monterey County Convention & Visitors Bureau (MCCVB) completed the Monterey Hospitality Workers Traffic Mitigation Project in October 2019. Through a several month process, the MCCVB worked with major hotel employers to develop a traffic mitigation plan for employees. MST was involved in the process and is identified as part of the traffic mitigation solution. In 2020 staff will be actively coordinating with members of the hospitality industry to highlight the existing MST Group Discount Program, which provides 31 Day MST GoPasses at reduced costs. Staff will also work with the State of California to determine if a portion of MST's annual allocation of Low Carbon Transit Operations Program (LCTOP) funds can be leveraged to design a more discounted pass tailored specifically to hospitality partners.

## **Educational Partnerships**

MST expanded partnerships with Monterey Peninsula College (MPC) and Hartnell College to coincide with the start of the fall semester in August 2019. The Monterey Peninsula College partnership offers free rides to students with a valid ID at certain bus stops on the Monterey and Marina MPC campuses. Prior to August 2019, MPC participated in MST's group discount program so only those who paid for a bus pass would ride transit. This new program allows students to ride free from campus and the trip to campus would be a regular fare. MPC committed \$50,000 in funding to offset the cost of lost fare revenue to MST.

The Hartnell College partnership allows all students with a valid ID to ride transit for free anywhere in the MST service area. The expanded partnership has been very successful garnering 254% increase in ridership. In fact, MST implemented a stand-by bus during peak times to ensure that students get a ride if a bus is full. Funding for this expanded partnership came in part from Hartnell College and a \$100,000 grant from the State's Low Carbon Transit Operations Program (Cap and Trade) and continued funding in the amount of \$30,000 from Hartnell.

These free programs have had positive results as shown in the table below.

	MPC Ridership (campus stops only)	Hartnell Ridership*
October– December 2018	6,563	4,015
October – December 2019	7,201	14,207
% Change	10%	254%

\* Aug – Dec data for both 2018 and 2019

Hartnell students have fully embraced the free program while MPC students have had a more tepid response. Because the MPC partnership is new, MST does not have a mechanism to parcel out data from the farebox which would specify MPC student ridership before the partnership began compared to non-MPC riders. As such, a better way to judge success would be to continue the program for another year and compare this initial year to the next.

## **Microtransit Pilot**

In August, MST launched a microtransit pilot program where MST On Call passengers can use an app to schedule and manage their On Call trip in the cities of Marina, Gonzales, Soledad, Greenfield, and King City. The TransLoc app has been successfully implemented to allow MV Transportation to better dispatch and manage On Call trips through a cloud-based dashboard.

The success of this program is still undetermined after four (4) months. Performance efficiency, in terms of passengers per hour, has increased from 3 to 3.2 or a modest 6.6%. The total number of passengers has largely remained the same. App adoption has been disappointing with an average of 5% of passengers using the app to book and manage trips. 93 percent of On Call trips are being booked by MV dispatch via a phone conversation. The remaining trips are scheduled by walk-in or by web browser.

There are advantages to using TransLoc over previous methods of managing On Call service. Dispatchers are able to manage trips via the online dispatching dashboard and drivers receive trips electronically from an onboard tablet. Additionally, more information is available about trip origins and destinations. Preliminary customer comment data shows decreased customer complaints during the first four months of using TransLoc as compared to the same period last year.



## V. ZERO EMISSION BUS / INNOVATIVE CLEAN TRANSIT STRATEGY UPDATE

On December 14, 2018, the California Air Resources Board (ARB) adopted the Innovative Clean Transit (ICT) regulation. The regulation, which has been in development for nearly four years, requires transit agencies to begin to purchase Zero Emission Buses (ZEB) as soon as 2023, with the goal of transitioning all transit buses in California to zero-emission technology by 2040. The regulation initially impacts standard transit buses, postponing the ZEB purchase mandate for non-standard buses (i.e., articulated, cutaway, over-the-road coaches) until at least 2026. The main provisions of the regulation are as follows:

- **Individualized ZEB Rollout Plans:** The regulation requires large and small transit agencies to develop and submit a ZEB rollout plan by July 1, 2020, and by July 1, 2023, respectively. While MST is considered a small agency by regulation staff is currently in the process of hiring consulting services to complete a plan by the end of the 2020 calendar year.
- **ZEB Purchase Mandate:** The regulation requires transit agencies to acquire a minimum number of ZEBs at the time of new bus purchases based on the following schedules:

Large Transit Agencies	Small Transit Agencies
2023 – 25 percent	2023 – N/A
2026 – 50 percent	2026 – 25 percent
2029 and after – 100 percent	2029 and after – 100 percent

The regulation does not require the purchase of zero-emission articulated, cutaway buses, or over-the-road coaches until at least 2026.

- **Statewide Thresholds:** The regulation includes a mechanism for encouraging the early elective adoption of ZEBs and postponing the purchase mandate. Under this mechanism:
  - If transit agencies statewide have 850 ZEBs collectively in operation and/or on order by December 31, 2020, the 2023 purchase mandate would be postponed until 2024.
  - And, if transit agencies statewide have 1,250 ZEBs collectively in operation and/or on order by December 31, 2021, the 2024 purchase mandate would be postponed until 2025.

These postponements to the purchase mandate, if triggered, would allow agencies to claim unfettered access to incentive funding until 2024 or 2025.

- **Low NOx Requirement:** The regulation requires transit agencies to purchase low NOx engines if available for conventional internal combustion engine bus

purchases.

- **Renewable Fuel Requirement:** The regulation requires transit agencies to purchase renewable fuels when diesel or natural gas contracts are renewed.

The regulation authorizes transit agencies to request a temporary exemption from the ZEB purchase mandate under limited circumstances. The regulation authorizes transit agencies to request a one-year exemption from the ZEB purchase mandate to address the following issues:

- Delays in bus delivery or infrastructure build out;
- The unavailability of ZEBs with sufficient range to meet a transit agency's daily mileage needs;
- The unavailability of ZEBs that meet Americans with Disabilities Act (ADA) requirements or any other federal, state or local law, regulation, or ordinance; and/or
- Financial hardship at the transit agency, including the inability to secure funding to offset the incremental cost of a ZEB over a conventionally-fueled equivalent bus.

ARB's Executive Officer is the one who can renew the one-year exemption or more of these issues persist.

The board resolution that accompanies the regulation directs ARB's Executive Officer to provide the ARB Board with a comprehensive review of the regulation at least one year prior to the initiation of any ZEB purchase requirement. The comprehensive review will assess the following issues:

- Cost, performance, and reliability of ZEBs;
- Availability of incentive funding;
- Infrastructure necessary to support ZEB deployment;
- Extent of job creation resulting from the rule;
- Deployment status of ZEBs and related technologies; and,
- Barriers to ZEB deployment.

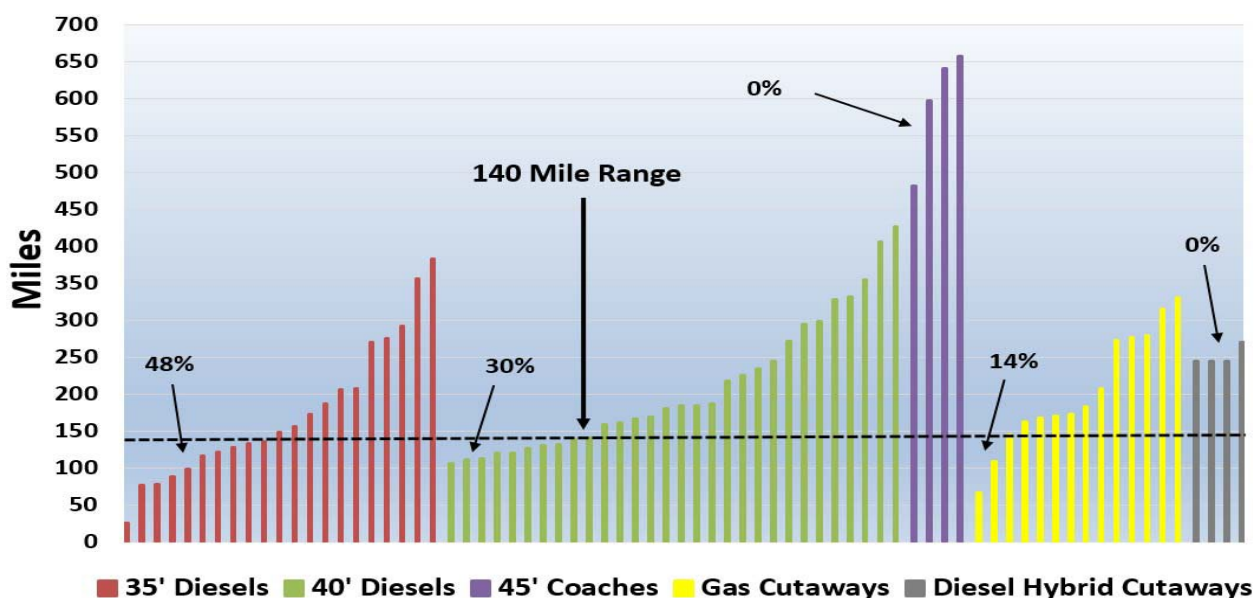
The comprehensive review provides the ARB Board with an opportunity to adjust the regulation, if necessary.

MST currently has two ZEBs in Salinas, one in Monterey, and two more battery-electric buses (BEB) on order. Currently, there is charging equipment to support three ZEBs in Monterey and two ZEBs in Salinas. While preparing the Monterey and Salinas bus garages for these initial electric buses, MST installed additional infrastructure (e.g., underground conduit, connection points, etc.) while the pavement was removed during construction to accommodate up to six additional ZEBs in Monterey and eight additional ZEBs in Salinas.

MST's unique operating characteristics and vast operating region provide a challenging opportunity for ZEB deployment. The following illustrates MST's current fleet range requirement versus the actual range a battery-electric or hydrogen fuel cell (HFC) currently offers.

Note the following highlights that contrast these technologies as MST considers moving towards a ZEB fleet:

- **35' Diesel Buses**
  - 48% can be operated with BEB
  - 90% can be operated with HFC
- **40' Diesel Buses**
  - 30% can be operated with BEB
  - 84% can be operated with HFC
- **45' MCI Diesel Coaches**
  - Neither BEB or HFC have the range
- **Gasoline Cutaways**
  - 14% can be operated with BEB
  - 86% can be operated with HFC



Based on the current understanding of the regulation, MST staff proposes the following short term strategy: Until 2023, or such time as the cost and performance of ZEB technology is proven to meet the needs of the communities we serve, MST will continue to purchase primarily traditional ultra low-sulfur clean diesel powered buses. As the technology proves reliable and cost effective, staff will seek funding from sources such as Monterey Bay Air Resources District, Federal Low / No Emission Bus Funds, PG&E incentives, and state Climate Investment Grant Funds to meet the minimum requirements of the regulation. In the meantime, MST staff will continue to actively monitor developments in the industry and will work together with potential private and public partners to develop and finance needed infrastructure.

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## **VI. PERFORMANCE INCENTIVES**

MST has a compensation philosophy to pay employees in a manner that is externally competitive with similar organizations and internally equitable for like skilled positions. Salary and compensation surveys are completed about every three years to check how well we compare within our industry and within our region.

Incentive pay for performance is a compensation practice within most businesses and is put in to place to create a culture that provides motivation by rewarding achievement. It is less common in public sector government organizations where many systems reward “time-in-position” through step increases regardless of individual or group performance. For decades, MST has attempted to recognize exemplary performance and achievement of goals and objectives for individuals and groups through a variety of awards, merit pay, and team performance incentives.

MST District By-Laws currently define the duties of the Chief Executive Officer, subject to the discretion and control of the Board, to “include all personnel matters including the hiring, **compensation**, promotion, and disciplining of District staff, including employee termination consistent with Board adopted personnel policies and procedures and related labor agreements”.

### **Monterey-Salinas Transit Employee Association Incentives**

Monterey-Salinas Transit collectively bargains wage and benefits with the Monterey-Salinas Transit Employee Association which represents administrative staff, front line supervisors, and some members of middle management. For the past 20 years, the agreement between the associations has included some provision that provides MSTEA employees the opportunity to earn performance incentives that take the form of one-time payments that do not increase the base salary of the individual.

In the past, incentives were awarded to individuals based on documented performance within annual performance reviews. In recent years management has recognized the fact that most individual achievements within MST are the result of many contributors and thus the performance incentive program rewards the entire MSTEA team based on achievement of board adopted strategic goals and annual action plans.

The current performance incentive programs within the MSTEA employment contract has given the board the authority to set the overall level of the performance incentive pool to be disbursed to those individuals the CEO deems eligible to receive an incentive payment. Currently, after receiving a recommendation from the CEO, the Board sets an incentive pool of 1% - 3% of eligible recipient's salary pool. In this hybrid system, the Board sets a total amount for the team to share but the CEO provides the incentives to those individuals who are meeting and exceeding performance goals. Unlike traditional step-increase models, the current system offers the Board the ability to influence how much the CEO is afforded each year to spend on overall incentives. Additionally, the incentives do not raise the base pay year after year, nor are they considered as wages under PERS.

### **CEO Performance Incentive**

It is not uncommon in public sector organizations to offer individual performance incentives to a CEO as part of an overall compensation package. Under the existing negotiated agreement with the CEO, the MST Board may provide 0% - 5% annual one-time payment to the CEO based on achievement of board adopted goals and objectives. Per the terms of the current employment agreement the GM/CEO will inform the MST Board of Directors of current trends and industry best practices in executive performance evaluation and compensation.

The memorandum of understanding between MST and the MSTEА expires June 30, 2020. The employment agreement with the General Manager/CEO expires on December 31, 2022.