



## **MONTEREY-SALINAS TRANSIT DISTRICT BOARD OF DIRECTORS MEETING AGENDA AND NOTICE**

**Meeting Date:** January 9, 2023  
**Meeting Time:** 9:00 AM Pacific Time (US and Canada)  
**Location:** In-Person and Zoom Conference

Due to the expiration of certain directives contained in the Governor's Declaration of Emergency for the State of California (Executive Order N-29-20), the Board of Directors of the Monterey-Salinas Transit District will hold meetings in-person and via Zoom virtual meeting as indicated below:

### **In-Person Participation:**

The Regular Meeting of the Monterey-Salinas Transit District Board of Directors in-person meeting will be held on January 9, 2023 at 9:00 a.m. at 19 Upper Ragsdale Drive, Suite 100. *Members of the public are required to wear a face covering and will be socially distanced in the Board room.*

**OR**

### **Zoom Participation:**

The Regular Meeting of the Monterey-Salinas Transit District Board of Directors Zoom virtual meeting will be held on January 9, 2023 at 9:00 a.m. via Zoom conference, click <https://us06web.zoom.us/j/84500836234?pwd=aFQ0YUdjZ3Y0eW94WmtRZ1Myc0Vldz09> and enter the following:

Meeting ID: 845 0083 6234 and Passcode: 652252.

By telephone: (669) 900-6833 same Meeting ID: 845 0083 6234 and Passcode: 652252.

*Public comments may be made either in person, via Zoom, or via email. Members of the public may attend the Board Meeting in person and request to speak to the Board when the Chair calls for public comment. Persons who wish to make public comment on an agenda item are encouraged to submit comments in writing by email to MST at [clerk@mst.org](mailto:clerk@mst.org) by 3:00 pm on Friday, January 6, 2023; those comments will be distributed to the MST Board of Directors before the meeting. Written comments may be emailed to [clerk@mst.com](mailto:clerk@mst.com), and should include the subject line: "Public Comment Item # (insert the agenda item number relevant to your comment)."*

## **MST District Board and Committee Agendas**

### **Accessibility, Language Assistance, and Public Comments**

Materials related to an item on this agenda submitted to the Board after distribution of the agenda packet are available for public inspection at the Monterey-Salinas Transit District Administration Building at 19 Upper Ragsdale Dr., Suite 200, Monterey, CA 93940 during normal business hours.

Upon request, Monterey-Salinas Transit District will provide written materials in appropriate alternative formats, including disability-related modifications or accommodations, auxiliary aids, or services to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number, description of the requested materials, and preferred alternative format or auxiliary aid or service at least three working days prior to the meeting at the address below.

Public comments may be submitted for any item on the agenda by contacting MST:

**Mail:** MST, Attn: Clerk to the Board, 19 Upper Ragsdale Dr., Suite 200, Monterey, CA 93940

**Website:** <https://mst.org/contact-us/> • **Email:** [clerk@mst.org](mailto:clerk@mst.org) • **Phone:** (888) 678-2871



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888-678-2871 / Free language assistance / Asistencia de Lenguaje Gratuito /  
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## **1. CALL TO ORDER**

- 1-1. Conduct Swearing In of New Boardmembers
- 1-2. Roll Call.
- 1-3. Pledge of Allegiance.
- 1-4. Review Highlights of the agenda. (Carl Sedoryk)

## **2. PUBLIC COMMENTS ON MATTERS NOT ON THE AGENDA**

*Members of the public may address the Board on any matter related to the jurisdiction of MST District but not on the agenda. There is a time limit of not more than three minutes for each speaker. The Board will not take action or respond immediately to any public comments presented, but may choose to follow-up at a later time either individually, through staff, or on a subsequent agenda. (Please refer to page 1 of the agenda for instructions)*

## **3. CONSENT AGENDA**

*These items will be approved by a single motion. Anyone may request that an item be discussed and considered separately.*

- 3-1. Approve Resolution 2023-19 Authorizing Remote Teleconference Meetings. (Carl Sedoryk) (Page 7)
- 3-2. Approve Resolution 2023-20 Recognizing Lori Lee, Accountant, as Employee of the Month for January 2023. (Andrea Williams) (Page 9)
- 3-3. Approve Resolution 2023-21 Recognizing Albert Garcia, Coach Operator, as Employee of the Year for 2022. (Carl Sedoryk) (Page 11)
- 3-4. Reject Claim for Insufficiency by the Claimant Jacquelin Silva. (Lisa Cox) (Page 13)

End of Consent Agenda

## **4. CLOSED SESSION**

*Members of the public may address the Board on any matter related to Closed Session. There is a time limit of not more than three minutes for each speaker. The Board will not take action or respond immediately to any public comments presented, but may choose to follow-up at a later time individually, through staff, or on a subsequent agenda. (Please refer to page 1 of the agenda for instructions)*

*As permitted by Government Code §64956 et seq. of the State of California, the Board of Directors may adjourn to Closed Session to consider specific matters dealing with personnel and/or pending possible litigation and/or conferring with the Board's Meyers-Milias-Brown Act representative.*

- 4-1. Conference with Labor Negotiators, Gov. Code § 54957.6: MSTEA and MST. (Kelly Halcon/Michael D. Laredo)

## **5. RECOGNITIONS AND SPECIAL PRESENTATIONS**

- 5-1. January 2023 Employee of the Month. – Lori Lee (Andrea Williams)
- 5-2. 2022 Employee of the Year Presentation. (Carl Sedoryk)
- 5-3. 2022 Management Excellence Award – Michelle Overmeyer, Director of Planning and Innovation. (Carl Sedoryk)

## **6. PUBLIC HEARINGS**

None

## **7. ACTION ITEMS**

- 7-1. Ratify the MOU Wage Re-Opener Wages Between MST and MSTEA and Provide the Same Benefits to Non-Represented, Confidential Employees. (Kelly Halcon/Michael D. Laredo) (Page 15)
- 7-2. Receive Staff Recommendations Regarding Evolving California Hybrid Board Meeting Guidelines and Provide Direction to Staff. (Carl Sedoryk) (Page 17)
- 7-3. Conduct Strategic Planning Workshop:
  - A. Strategic Goals Progress to Date and Emerging Issues (Carl Sedoryk) (Page 21)
  - B. Board Meeting COVID-19 Vaccination Policy Update (Carl Sedoryk) (Page 31)
  - C. Recruitment Challenges and Potential Solutions (Carl Sedoryk/Kelly Halcon) (Page 33)
  - D. Monthly Board Reports (Carl Sedoryk/Anna Velazquez) (Page 39)
  - E. Conclude Workshop

## **8. REPORTS & INFORMATION ITEMS**

- 8-1. Correspondence - Boardmember Appointments (Pages 41 & 43))

## **9. BOARD REPORTS, COMMENTS, AND REFERRALS**

- 9-1. Reports on Meetings Attended by Board Members at MST Expense. (AB 1234)

9-2. Board Member Comments and Announcements.

SB 922 Community Planning Meetings Scheduled: February 13, 14, & 15

9-3. Board Member Referrals for Future Agendas.

**10. ATTACHMENTS**

None

**11. ADJOURN**

**NEXT SCHEDULED MEETING DATE- February 13, 2023**

**10:00 a.m.**

**NEXT SCHEDULED AGENDA DEADLINE:** January 31, 2023

*\*Dates, times and **teleconference** information are subject to change.*

*Please contact MST for accurate meeting date, times and **teleconference** information or check online at <http://mst.org/about-mst/board-of-directors/board-meetings/>*

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**RESOLUTION NO. 2023-19  
MONTEREY-SALINAS TRANSIT DISTRICT  
REGARDING RALPH M BROWN ACT AND FINDING OF RISK TO HEALTH AND  
SAFETY OF IN-PERSON MEETINGS AS A RESULT OF THE CONTINUING COVID-19  
PANDEMIC STATE OF EMERGENCY DECLARED BY GOVERNOR NEWSOM**

**WHEREAS**, on March 4, 2020, Governor Newsom issued a Proclamation of State of Emergency in response to the COVID-19 pandemic; and,

**WHEREAS**, the proclaimed state of emergency remains in effect; and,

**WHEREAS**, on March 17, 2020, Governor Newsom issued Executive Order N-29-20 that suspended the teleconferencing rules set forth in the California Open Meeting law, Government Code section 54950 et seq. (the “Brown Act”), provided certain requirements were met and followed; and,

**WHEREAS**, on June 11, 2021, Governor Newsom issued Executive Order N-08-21 that clarified the suspension of the teleconferencing rules set forth in the Brown Act, and further **provided that those provisions would remain suspended through September 30, 2021; and,**

**WHEREAS**, on September 16, 2021, Governor Newsom signed AB 361 that provides that a legislative body subject to the Brown Act may continue to meet without fully complying with the teleconferencing rules in the Brown Act provided the legislative body determines that meeting in person would present risks to the health or safety of attendees, and further requires that certain findings be made by the legislative body every thirty (30) days; and,

**WHEREAS**, California Department of Public Health (“CDPH”) and the federal Centers for Disease Control and Prevention (“CDC”) caution that the Delta variant of COVID-19, currently the dominant strain of COVID-19 in the country, is more transmissible than prior variants of the virus, may cause more severe illness, and that even fully vaccinated individuals can spread the virus to others resulting in rapid and alarming rates of COVID-19 cases and hospitalizations (<https://www.cdc.gov/coronavirus/2019-ncov/variants/delta-variant.html>); and,

**WHEREAS**, other variants of COVID-19 exist, and it is unknown at this time whether other variants may result in a new surge in COVID-19 cases; and,

**WHEREAS**, the CDC has established a “Community Transmission” metric with 4 tiers designed to reflect a community’s COVID-19 case rate and percent positivity; and,

**WHEREAS**, the Board of Directors for the Monterey-Salinas Transit District (“MST”) is empowered to take actions necessary to protect public, health, welfare and safety within the region; and,

**WHEREAS**, MST has an important governmental interest in protecting the health, safety and welfare of those who participate in meetings of MST's various legislative bodies subject to the Brown Act; and,

**WHEREAS**, in the interest of public health and safety, as affected by the emergency caused by the spread of COVID-19, the MST Board of Directors deems it necessary to find that meeting in person for meetings of all MST-related legislative bodies subject to the Ralph M. Brown Act would present risks to the health or safety of attendees, and thus intends to invoke the provisions of AB 361 related to teleconferencing.

**NOW, THEREFORE, BE IT RESOLVED** by the MST Board of Directors as follows:

1. The Board of Directors finds that meeting in person for meetings of all MST- related legislative bodies subject to the Ralph M. Brown Act would present risks to the health or safety of attendees;
2. This finding applies to all MST-related legislative bodies subject to the Brown Act, including but not limited to, the Board Administrative Performance Committee, Board Operations Performance Committee, Mobility Advisory Committee, Measure Q Oversight Committee, and any other standing committees;
3. Staff is directed to return to the Board of Directors no later than thirty (30) days after the adoption of this resolution, or by the next Board of Directors meeting with an item for the Board to consider making the findings required by AB 361 in order to continue meeting under its provisions; and
4. The MST General Manager/CEO and MST Counsel are directed to take such other necessary or appropriate actions to implement the intent and purposes of this resolution.

**PASSED AND ADOPTED this 9th day of January 2023, by the following vote:**

**AYES:**

**NOES:**

**ABSTAIN:**

**ABSENT:**

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**ANNA VELAZQUEZ, BOARD CHAIR  
MONTEREY-SALINAS TRANSIT DISTRICT**

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**CARL G. SEDORYK, GENERAL MANAGER/CEO  
MONTEREY-SALINAS TRANSIT DISTRICT**

**ATTEST:**

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**JEANETTE ALEGAR-ROCHA  
CLERK TO THE BOARD**



**LORI LEE  
JANUARY 2023  
EMPLOYEE OF THE MONTH**

WHEREAS, each month Monterey-Salinas Transit District recognizes an outstanding employee as Employee of the Month; and

WHEREAS, the Employee of the Month is recognized for their positive contribution to MST and to the entire community; and

WHEREAS, Lori Lee began her career with Monterey-Salinas Transit as an Accountant in January of 2017. She was previously Employee of the Month in August 2018 for her positive contributions to MST; and

WHEREAS, Lori Lee played a critical role with the implementation of Tangicloud, MST's new Microsoft Dynamics 365 Business Central accounting system. Her strong technical skills combined with her strong accounting background, dedication, and cheerful outlook have been instrumental in the success of MST completing this implementation. Lori has also been an important participant in the Neo Gov HRIS system implementation; and

WHEREAS, Lori Lee continues to be a valued asset to MST and the Accounting Department and is a pleasure to work with.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of Monterey-Salinas Transit District recognizes Lori Lee of the Employee of the Month for January 2023; and

BE IT FURTHER RESOLVED that Lori Lee is to be congratulated for her outstanding performance, dedication, and supreme effort toward the success of MST fulfilling its mission.

THE BOARD OF DIRECTORS OF MONTEREY-SALINAS TRANSIT DISTRICT PASSED AND ADOPTED RESOLUTION 2023-20 this 9<sup>th</sup> day of January 2023.

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Anna Velazquez  
Board Chair

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Carl G. Sedoryk  
Board Secretary

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**ALBERT GARCIA  
2022  
EMPLOYEE OF THE YEAR**

WHEREAS, each month Monterey-Salinas Transit District recognizes an outstanding employee as Employee of the Year; and

WHEREAS, the Employee of the Year is recognized for their positive contribution to MST and to the entire community; and

WHEREAS, Albert Garcia began his career with Monterey-Salinas Transit over 12 years ago. During that time, he has served MST's customers, employees, and communities with courtesy and respect; and

WHEREAS, Albert Garcia served in a key role during the COVID pandemic. He worked to make sure the employees at MST had the proper personal protective equipment. He collaborated with MST's General Manager/CEO on how MST management could best address employee concerns during those uncertain times; and

WHEREAS, Albert Garcia was most recently featured in a video that highlights MST's award-winning contactless payment system and which has been presented at conferences throughout the US and the United Kingdom.

NOW THEREFORE, BE IT RESOLVED that the Board of Directors of Monterey-Salinas Transit District recognizes Albert Garcia as Employee of the Year 2022; and

BE IT FURTHER RESOLVED that Albert Garcia is to be congratulated for his outstanding performance, dedication, and supreme effort toward the success of MST fulfilling its mission.

THE BOARD OF DIRECTORS OF MONTEREY-SALINAS TRANSIT DISTRICT  
PASSED AND ADOPTED RESOLUTION 2023-21 this 9<sup>th</sup> day of January 2023.

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Anna Velazquez  
Board Chair

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Carl G. Sedoryk  
Board Secretary

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To: Board of Directors  
From: Lisa Cox, Risk and Security Manager  
Subject: Notice of Insufficiency

**RECOMMENDATION:**

Reject claim for insufficiency by the claimant Jacquelin Silva.

**FISCAL IMPACT:**

The claimant failed to provide the exact amount desired to resolve the claim.

**POLICY IMPLICATIONS:**

None.

**DISCUSSION:**

On December 7, 2022, MST received a claim related to an incident that occurred on November 15, 2022.

The claimant states the coach operator unbuckled her wheelchair and she proceeded to exit the bus. She fell off the bus in her wheelchair because the ramp was not deployed. She alleges she sprained her ankle in the fall.

It has been determined that the most recent claim submitted has failed to comply with the California Tort Claims Act and is insufficient as the amount claimed is "unknown" and wants to claim any estimated future losses. The claimant's failure to provide a specific claim amount has prompted the recommendation to have this claim rejected for insufficiency.

The above claim is under investigation. If any Board member desires further information on this claim, they may request it be discussed in closed session.

Prepared by:   
Lisa Cox

Approved by:   
Carl Sedoryk

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**To:** Board of Directors

**From:** K. Halcon, Director of Human Resources-Risk Management

**Subject:** Memorandum of Understanding (MOU) wage re-opener between Monterey-Salinas Transit Employee Association (MSTEА) and Monterey-Salinas Transit District (MST).

**RECOMMENDATION:**

Ratify the MOU wage re-opener between MST and MSTEА and provide the same benefits to non-represented, Confidential employees.

**FISCAL IMPACT:**

The overall cost of the contract is within the FY2024 and FY2025 budget and within the direction given by the Board.

**POLICY IMPLICATIONS:**


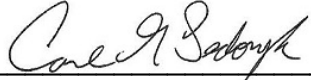
Your Board approves the MOU between MST and MSTEА.

**DISCUSSION:**

At the August 10, 2020 meeting, your Board approved the MOU between Monterey-Salinas Transit Employee Association and Monterey-Salinas Transit District. The accepted terms of the contract included a wage increase for the first two years of the MOU and a wage re-opener to be negotiated and implemented by January 2023.

Representatives from MSTEА and MST met and reach a tentative agreement in December 2022. The MSTEА membership voted to ratify the tentative agreement on December 21, 2022. The accepted terms of the re-opened include an 8% wage increase effective in February 2023, and a 1% wage increase scheduled for January 2024. The two parties also agreed to the term of the memorandum of understanding would be for two years.

Staff is recommending the approval to ratify the agreed to terms in the tentatively agreed to Memorandum of Understanding between MST and MSTEА.

Prepared by:  Reviewed by:   
Kelly Halcon Carl G. Sedoryk

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To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

**Subject: AB 2449 Board meeting protocols**

**RECOMMENDATION:**

Receive staff recommendations regarding evolving California Hybrid Board meeting guidelines and provide direction to staff.

**FISCAL IMPACT:**

No fiscal impact.

**POLICY IMPLICATIONS:**

Effective January 1, 2023, three separate laws regulate the format of remote teleconference/video conference local government meetings. These are 1) the traditional Brown Act; 2) AB 361 Emergency Meetings, and 3) AB 2449 limited Specific Scenario rules.

Governor Newsom announced that the current state of COVID-19 emergency will remain in effect until February 28, 2023. After that time, or until another declared emergency, AB 2449 rules will be in effect to allow exceptions to the traditional Brown Act for virtual participation by Board members in Board meetings.

At your Board meeting of December 12, 2022, your Board requested staff review changes in state law as they pertain to participation in Board meetings because of the passage and enrollment of AB 2449 Open Meetings: local agencies.

To avail itself of the teleconferencing rules established under AB 2449, a public agency must comply with the following meeting requirements:

1. A quorum of the members of the agency's legislative body must participate in person from a singular physical location identified on the agenda. This is generally 19 Upper Ragsdale Road, Suite 100, Monterey, CA;
2. The legislative body must provide either (i) a two-way audiovisual platform, which allows the meeting to be viewed and heard from a remote location, or (ii) a two-way telephonic service and a live webcasting of the meeting, this

requirement may be satisfied with any combination of platforms that allows the meeting to be viewed and heard from a remote location;

3. The agenda must give notice of how members of the public may access the meeting and offer public comment; and
4. The meeting must be paused (and no action may be taken), if the broadcasting platform, either audio or visual, is interrupted.

If a Board member wishes to participate remotely under the new rules and procedures established under AB 2449, all the following requirements must apply:

1. The Board member has not been absent for the past 3 consecutive months.
2. An Emergency Circumstance request to remotely participate may be granted for physical or family medical emergency that prevents a member from attending a meeting in person.
3. A Just-Cause Circumstance request to remotely participate may be granted no more than twice each year for the following purposes:
  - a) Childcare or caregiving
  - b) Contagious Illness
  - c) Physical/Mental Disability
  - d) Official Business Travel

The excused member must participate through both audio and visual technology. Further, the member must publicly disclose at the meeting before any action is taken, whether any other individuals 18 years of age or older are present in the room at the remote location with the member, and the general nature of the member's relationship with any such individuals

## **DISCUSSION:**

Staff believes they will be able to conform with the audio/visual requirements of AB2449 without issue.

To participate remotely staff recommends the following process for Board members to participate remotely adhering to requirements:

1. The Board chair designates the Board Secretary/CEO, and their staff designates, as responsible for administering board requests for remote participation.

2. Staff will request board members to indicate their attendance at board meetings 72 hours in advance to determine if a quorum for the meeting is likely to be established.
3. At their earliest opportunity board members will request authorization to participate remotely and staff will then process requests on a first-come / first-served basis.
4. Before being granted permission to participate remotely Board members will provide to staff in writing that:
  - a. Their appointed alternate is not available to attend in person.
  - b. Existence of “just cause” or “emergency” circumstances.
  - c. They were present during 3 consecutive preceding months.
5. At the start of each meeting the Board Chair will announce the members participating remotely under “just cause” or “emergency circumstances.
6. Board members participating remotely will then publicly disclose at the meeting before any action is taken, whether any other individuals 18 years of age or older are present in the room at the remote location with the member, and the general nature of the member’s relationship with any such individuals.

This process is scheduled to take place starting with the scheduled MST Board meeting of March 13, 2023.

**ATTACHMENT(S):**

None

Prepared by:   
Carl G. Sedoryk

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To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

**Subject: Workshop item A: Strategic Goals Progress to Date and Emerging Issues**

Attached you will find an update on staff activities related to the achievement of strategic goals that your board adopted for FY 2022 – 2025.

Emerging issues that were not contemplated during the strategic planning workshop to which staff are now responding include rapid price escalation for zero-emission buses and charging infrastructure and increasing cybersecurity requirements from state and federal regulators.

The executive leadership team will be available to discuss any questions regarding activities being pursued towards the accomplishment of the board priorities.

**ATTACHMENT(S):**

FY 2022 - 2025 Strategic Goals Update

Prepared by:   
Carl G. Sedoryk

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## FY 2022 - 2025 Strategic Goals Update

### Goal 1: Develop Adequate and Stable Long-Term Revenues

Pursue 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: Funding from federal COVID relief programs have been completely used by fiscal year end. While passenger fares continue to increase as ridership slowly recovers, it is still well below pre-COVID revenue levels. Partnerships with Hartnell College, Monterey Peninsula College, California State University Monterey Bay, City of Monterey and Monterey Bay Aquarium have been reinstated during the year. MST is in active discussions with Santa Clara Valley Transportation Authority (VTA) and State of California to provide funding to restore regional services to Gilroy Caltrain Station.*

*By the end of June, MST had a \$6,887,473 year-to-date surplus to budget on the fixed-route operations and a \$1,589,190 surplus to budget on the MST RIDES operations, resulting in an overall year-to-date surplus of \$8,476,663. This amount exceeds the \$5.0M transferred from reserves to fund the FY2023 budget.*

*State and federal funding packages hold MST formula and incentive funds at FY 2019 proportions which helps alleviate the impacts of recent ridership losses and cost increases due to COVID response and recovery activities.*

*MST is continuing to receive annual formula driven state Cap and Trade funds providing funding to support services and Zero Emission Bus technology in both Salinas and on the Monterey Peninsula. Both the bipartisan infrastructure deal and proposed state budget include considerable increases for transit capital programs of interest to MST including Capital Investment Grants zero emission rolling stock, infrastructure and operating expenses.*

*Staff was successful in having a \$3.0M Community Priority Funding project zero emission buses and microgrid planning in the FY 23 federal omnibus appropriations bill. Staff received a competitive grant of \$25 M and a state budget allocation of \$2.5M in the adopted FY 2023 state budget.*

*Through compliance with board adopted cash reserve policies, MST remains in a strong financial position as of fiscal year ending June 30, 2022 with \$46.9M (93% of budget) of total cash reserves with \$35.7M (69% of budget) of unrestricted cash in excess of the board adopted cash reserve policy of 15% of budget. Cash flow projections indicate that MST will be able to maintain adequate cash reserves through FY 2024 as we regain ridership through implementation of the Better Bus Network.*

## **Goal 2: Provide Quality Transit and Mobility Management Services**

Develop and implement services, infrastructure and technologies to meet and exceed the expectations of customers, reduce subsidies and improve 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 and improve the value of MST in the community.

*Status: Fixed route ridership increased 38% over last year, and MST RIDES increased 32% over the year. Passenger boardings are still less than half of pre-COVID boardings. With reduced ridership, MST fare recovery continues to fall below standard. MST continues to fall within the performance standards for non-financial, and non-ridership related metrics including safety, on-time, and system reliability as described in the Performance Dashboard. Partnerships and associated services with the City of Monterey/Monterey Bay Aquarium, California State University Monterey Bay, Hartnell Community College, and Monterey Peninsula College were reinstated. The contract with Defense Language Institute/Presidio of Monterey was not reinstated. Staff has initiated a vanpool program through a partnership with Commute with Enterprise that will provide additional ridership. A new program was implemented that allows MST to offer Non-Emergency Medical Transportation and seek reimbursement through Medi-Cal.*

*Substantial progress has been made in coach operator and mechanic recruitments and we anticipate fully staffing of frontline employees by December 2022. There are a significant number of staff positions that currently remain open that staff is aggressively recruiting. Staff successfully implemented a new Human Resources Information System, General Accounting and Purchasing System, and Payroll system during the year.*

## **Goal 3: Implement board protocols and best practices to achieve effective and efficient board operations and board meeting management.**

*Status: The Board has received regular ongoing updates regarding MST Recovery and Response activities and staff has responded to providing additional data and reports when requested. An update on progress of the strategic plan was provided in February 2022.*

*During the year, the Board adopted a new Procurement Policy, Fare Policy, and Eligibility for Rehire Policy. The Board updated the Employer-Employee Relationship Policy. The Board also adopted a new service improvement plan per the Comprehensive Operational Analysis that went into effect December 2022.*

## **Goal 4: 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: A new Brand identity (Connecting Communities, Creating Opportunity, Being Kind to Our Planet) was developed along with a new statement of Values (Safety, Friendliness, Dependability, Diversity, and Achievement). These concepts are being worked in to our internal and external communications.*

*Community relations activities were restored, and MST continues to support a wide variety of community events. MST published its first bilingual annual report during the year. Numerous public meetings and surveys were held to gather public input on the MST SURF! Busway and Bus Rapid Transit and the development of a revised fare policy.*

*A comprehensive multi-media campaign was conducted to raise awareness of the Better Bus Network that included outdoor media, onboard bus media, press releases that were picked up all major local print and broadcast media, online/social media, and in person tabletop events.*

**Goal 5: Actively promote organizational values to maintain high quality relationships with MST employees, contractors, vendors, board members and community stakeholders.**

*Act in manner in all we do to promote individual and organizational safety, efficiency, effectiveness and enhance the satisfaction of our customers, employees, partners, board members and other key stakeholders*

*Status: Per the results of employee surveys, MST has increased communication with employees, board members and the community through the monthly newsletter publication “Onboard” as well as through social media postings. MST presence on a variety of social media platforms was increased substantially throughout the year.*

*Since the start of Shelter-In-Place, MST has used online app based survey tools to gauge attitudes and opinions of passengers, employees and community stakeholders. Survey results and targeted outreach with stakeholders have revealed continued satisfaction with MST, particularly with our activities related to Pandemic response and recovery. Employees have been very responsive to new Zoom Based employee townhall meetings where they can receive regular updates from executive management and ask question about topics of concern.*

**Goal 6: Research, implement and 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: MST continues to implement environmentally friendly technologies, including 5 all electric zero emission buses. Staff was successful in having the House Appropriations Committee include a \$3.0M Community Priority Funding project in its FY 23 funding bill. In addition, MST operates 16 hybrid electric service vehicles, 3 all electric service vehicles, one all electric trolley, and solar powered customer information systems at shelters in South County locations and an additional 40 locations throughout the MST service area. Eighteen electric bus*

*charging stations have been installed at MST operating divisions in Monterey and Salinas to support future zero emission bus purchases. During the year, your board adopted and the state has approved a zero-emission bus rollout plan in accordance with the state Innovative Clean Transit Rule.*

**Goal 7: To attain 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 with the public transit industry.

*Status: MST continues to be recognized as a leader in the transit industry. Our leadership in the contactless fare payment arena has led to multiple transit operators large and small both within California and other states to adopt the “Monterey model”. MST is leading nationwide discussions to develop programs to lower fees associated with debit/credit transactions and our project received the California Transit Association Innovation Award. Our success with the rural TIFIA program to construct our King City facility is being used in Napa and Kings counties as well as Flagstaff, AZ. MST staff maintain leadership roles with major trade associations California Transit Association and American Public Transit Association. The executive leadership team sits on key committees and holds leadership positions within a variety of local, state and national trade associations. MST Executive leadership staff have been sought out to sit on panels discussions at a variety of APTA, CTA, CalACT, and other conferences to showcase our innovative practices.*

**FY 2021/22 and 2022/23  
Project Action Plan Update  
June 30, 2022**

1. Finalize Comprehensive Operational Analysis (COA) and begin implementation of board approved service changes along with supporting staffing plan. June 2022

*Status: COA Plan adopted, and service changes are being incrementally implemented as staffing levels allow with Better Bus Network going live on December 10, 2022.*

2. Renew and redefine post-COVID partnership programs for Hartnell College, Monterey Peninsula College, CSUMB, City of Monterey/Monterey Bay Aquarium and Presidio of Monterey. July 2022.

*Status: Complete. The university and community college EcoSmart pass program was approved by the Board at the May 14th meeting and 3 year contracts with participants were executed. The City of Monterey/Monterey Bay Aquarium Summer 2022 trolley service agreement was in place June 25 – Labor Day weekend 2022. The Presidio of Monterey partnership contract has terminated with little interest shown by POM to renew.*

3. Begin implementation of ZEB equipment and infrastructure and develop long term funding plan to include public private partnerships. December 2021.

*Status: Completed. ZEB Rollout Plan adopted by the Board and approved by the State. Adopted district capital budget includes a ZEB transition sinking fund. Due to supply chain issues ZEB bus costs are exceeding grant amounts received.*

4. Complete construction and commence operations from South County Operations and Maintenance Facility. December 2021

*Status: Construction completed August 2021 and operations commenced in December 2021.*

5. Complete environmental and preliminary engineering (July 2021), begin final design, and continue documentation for FTA Capital Investment Grant (CIG) project evaluation, rating, and approval for SURF! Busway and Bus Rapid Transit Project. June 2022

*Status: Environmental documentation complete. Draft 65% construction plans complete, CIG application was submitted August 2022. Staff conducted multiple community outreach events and meetings with Coastal Commission and influential elected leaders. The Board awarded a construction management/general contractor pre-construction services contract to manage risks during eventual construction. Project is 75% funded.*

6. Complete demonstration of contactless fare payment and mobile ticketing solution and determine future deployment of technology. October 2021

*Status: Complete. Extension of demonstration was granted through September 2022. Statewide procurement completed. Contract for contactless hardware and support services awarded December 2022 with installation scheduled for Spring 2023.*

7. Conduct fixed facility review for location new/rehabilitated Salinas Operations and Maintenance Facility. June 2022

*Status: Staff has selected a vendor for required federal reviews and planning efforts with consulting ongoing and completion of review due Winter 2023.*

8. Develop and implement MST Branding initiative per Marketing Plan. July 2021

*Status: Complete. Staff phased in implementation with MST 50<sup>th</sup> anniversary in September 2022 and Better Bus Network in December 2022.*

9. Execute contract for purchased transportation services to include Fixed Route, On Call, and RIDES Paratransit service. May 2022.

*Status: Complete. Staff is currently working with the vendor to ensure new scheduling software meets customer needs.*

10. Upgrade/replace MST voice communication systems. December 2021

*Complete. TransitMaster radio communications systems upgraded to most current level. Staff is actively considering replacement of legacy system as part of longer-term IT plan.*

11. Promote and participate in planning efforts for autonomous vehicle infrastructure where such technology would best support MST operations. June 2023

*Status: Staff have attended industry conference sessions regarding autonomous vehicles, held meetings with vendors regarding AV opportunities in Monterey County, and provided input on state legislation regulating AV technology implementation.*

12. Initiate East Alisal Bus Rapid Transit and Salinas Transit Center Relocation Study as funding allows. September 2022

*Status: Delayed as latest federal and state and federal funding efforts unsuccessful. A local public-private funding agreement to proceed with STC Relocation study has*

*been agreed to in principal with Taylor Farms, City of Salinas and MST. Staff is waiting on Taylor Farms to provide a draft written agreement.*

13. Initiate research to determine levels of community support for local funding initiatives to support long term investments including fixed route operations, bus rapid transit and zero emission bus equipment/infrastructure investments. June 2023

*Status: Preliminary discussions with consultants have occurred. No discrete action taken to date.*

14. Seek opportunities to identify how MST services and amenities can better support the mobility needs of Monterey County homeless populations. September 2022

*Status: MST staff offered surplus buses to local jurisdictions and nonprofits to be used for homeless support activities with some interest generated from City of Salinas Project Home Key, and City of Monterey staff. Staff continues to coordinate with Veterans Transition Center on support for homeless veterans and to coordinate transit services with Project Home Key installations.*

15. Initiate comprehensive campaign to promote increased diversity, inclusion, and employment of underrepresented sectors of the MST workforce. September 2021

*Status: MST Civil Rights Officer is working on multiple fronts to seek job applicants from more diverse locations; partnering with project managers of the SURF! Busway and BRT and the Comprehensive Operations Analysis to analyze the impacts of major MST projects on disadvantaged and underrepresented communities; and, participating in the MST Branding effort to ensure we recognize issues of diversity, equity and inclusiveness.*

16. Develop plan to address outdated information technology legacy systems and continue implementation of 2019 – 2021 Information Strategic Action Plan. December 2021

*Status: Legacy transit communications, enterprise asset management, payroll, human resource, and general accounting systems were upgraded or replaced during the year. A more comprehensive plan to address legacy systems will be addressed by 2023 calendar year end.*

17. Investigate an MST vanpool program to supplement existing fixed-route and mobility services. June 2022

*Status: Complete. MST participated in a multi county joint procurement and has executed an agreement with Commute with Enterprise for subsidized vanpool services which began in September 2022.*

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To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

**Subject: Workshop item: Board Meeting COVID-19 vaccination policy update**

At your meeting of January 13, 2022, the Board approved an in-person/virtual hybrid meeting policy allowing Board members and members of the public to attend and participate in Board and Committee meetings. Board members, MST staff, and those from the public may attend in-person meetings adhering to certain requirements including:

- Attestation of Board members of having received COVID-19 vaccination; and,
- MST staff attending in-person must be compliant with MST COVID-19 policies and protocols; and,
- All attendees must wear an approved face covering regardless of vaccination status; and,
- Social distancing of attendees in the Board room; and,
- MST staff to provide approved face coverings to those in attendance lacking such; and,
- Staff to provide rapid COVID antigen tests to Board members who wish to test in advance of the meeting; and,
- The Chair will not seat any member of the Board who does not comply with requirements listed above.

The policy was reaffirmed at your meeting of May 9, 2022.

Your Board may wish to revise some portion of your meeting format and safety policies considering recent changes to the factors affecting risk of COVID-19 infection and implementation of AB 2449 Open Meetings legislation (See Item 7-2).

Specifically, your Board may want to alter the requirement for board members to receive a COVID-19 vaccination before attending a meeting as lack of vaccination does not qualify as either a “just cause” or “emergency” under the new legislation. Also, MST Safety staff recommends incorporating language requiring the wearing of a face

covering in public, indoor community settings regardless of vaccination status when COVID-19 Community Transmission Levels are rated as High.

**ATTACHMENT(S):**

None

Prepared by:   
Carl G. Sedoryk



To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

**Subject: Workshop item: Recruitment Challenges and Potential Solutions**

Public transit providers across North America, and throughout the world, face a shortage of transit operators and mechanics during a period of economic instability and reshuffling exacerbated by the COVID-19 pandemic.

Monterey-Salinas Transit is experiencing much of the same difficulties as our peers and is currently looking to hire seventeen heavy-duty coach operators comprising 15% of budgeted positions. Meanwhile our contract service provider, MV Transit is seeking 15 mini-bus operators (20% of budgeted positions).

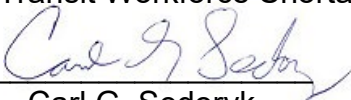
The shortage of drivers has stymied the ability of MST to implement the full Better Bus Network as originally envisioned resulting in a reduction of services on Line 46 which serves and connects the Salinas Transit Center to Natividad Hospital via Sherwood; a reduction of service on Line 44 connecting Westridge Shopping Center with Salinas Transit Center via Rossi and Larkin; temporary suspension of Line 25 connecting the Salinas Transit Center and California State University, Monterey Bay; and temporary suspension Line 47 connecting Hartnell Main Campus to Alisal Campus via the Salinas Transit Center. As we hire additional drivers, reduced and suspended services will be restored to the levels envisioned in the Better Bus Network plan.

Both MST and MV Transit are using a variety of recruitment and retention tools to address the chronic shortage of drivers with varying levels of success. The American Public Transportation Association (APTA) has conducted a recent study that shows how the nationwide shortage of drivers is impacting large urban, small urban, and rural areas throughout the country. It also provides some recommendations to transit operators, industry regulators, and labor unions regarding suggested changes that might be made to improve coach operator recruitment and retention. An Executive Summary of the report is attached and a full version of the report may be found online at <https://www.apta.com/wp-content/uploads/APTA-Transit-Workforce-Shortage-Report.pdf>

Staff will be available to discuss our current recruitment and retention strategies along with some new ideas and approaches for your board to consider.

**ATTACHMENT(S):**

APTA Transit Workforce Shortage Report

Prepared by:   
Carl G. Sedoryk

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# Transit Workforce Shortage

Root Causes, Potential Solutions, and the Road Ahead

October 2022

Prepared for:



AMERICAN  
PUBLIC  
TRANSPORTATION  
ASSOCIATION

Prepared by:



In association with:



# EXECUTIVE SUMMARY

Public transit providers across North America face a shortage of operators and mechanics during a period of economic instability and reshuffling exacerbated by the COVID-19 pandemic. However, agencies' ability to respond to the worker shortage has been hampered by inadequate information about its causes and effects. The **Transit Workforce Shortage Study** builds a framework for APTA, its members, and its partner organizations to better understand the workforce shortage's causes and provides best practices for recruiting, hiring, and retaining transit operations workers. The study is comprised of two phases. This document, the **Interim Findings Report**, synthesizes the findings from Phase 1, which included a survey of transit agencies and background research into the macro causes of the shortage.

## CAUSES OF THE SHORTAGE

### **The transit workforce shortage is widespread and severe.**

- Ninety-six percent of agencies surveyed reported experiencing a workforce shortage, 84 percent of which said the shortage is affecting their ability to provide service.
- Although the shortage is most acute at agencies serving large urbanized areas and agencies with greater ridership, most agencies across the country report the shortage has forced service reductions regardless of the size of an agency's ridership, service area population, or fleet.

### **The aging of the transit workforce suggests that agencies will experience a high rate of retirements for the foreseeable future.**

- Agencies report that retirees make up 24 percent of all quitting workers; at rural agencies, 34 percent of departures are retirements.
- Forty-three percent of transit workers are over 55, nearly double the percentage of the broader transportation sector.
- The aging of the transit workforce suggests agencies should plan for an increase in the rate of retirements over the next five to 10 years.

### **Transit agencies face strong competition for workers.**

- The post-COVID-19 economic recovery has been characterized by low-unemployment and high job churn, meaning that agencies face more competition for the same pool of potential workers.
- Agencies reported that 45 percent of departing employees left to take jobs outside the transit industry, more than those who retire or left the workforce combined.
- Transit agencies' offers of employment are rejected 35 percent of the time, at more than twice the rate for jobs across all industries.

### **Agencies report that concerns about work schedules and compensation are the leading reasons why workers quit.**

- The survey of agencies indicates that concerns about schedule and compensation were responsible for more departures than assault and harassment or concern about contracting COVID-19.
- Most agencies said that schedule and compensation are leading to more departures today than before the pandemic.

### **A complex regulatory framework is hampering agencies' ability to fill vacancies.**

- Rules about drug and alcohol testing, Commercial Driver's License (CDL) requirements, criminal background checks, and driving records extend the hiring process and exclude otherwise qualified applicants.
- APTA and its partners should advocate for regulation reforms at the federal and state levels while ensuring that transit operators are well-qualified.

## WHAT CAN BE DONE TO RELIEVE THE SHORTAGE OF TRANSIT WORKERS?

### Increasing compensation is about more than increasing wages.

- Increasing compensation begins with increasing wages for new and current employees, but there is more that agencies can do to attract and retain workers.
- Agencies often provide benefits packages that are competitive with or better than what workers would get in the private sector. Agencies should calculate the average value of those benefits so that applicants and employees are aware of their total compensation when they are making employment decisions.
- Some agencies have explored other forms of compensation, such as acquiring and providing worker housing and offering student loan and tuition benefits.

### Agencies need to get creative to improve worker schedules.

- Concerns about schedule were identified as one of the most important factors leading workers to quit, but most agencies report not having taken steps to improve worker schedules.
- Shift differentials can encourage and reward workers for taking tougher shifts.
- Where practicable, agencies ought to explore changing their processes for rostering to improve the schedules of newer workers.
- Collective bargaining agreements often constrain agencies' ability to change rostering procedures. Nevertheless, given the centrality of schedule to the workforce shortage, agencies should explore moving from a "cafeteria approach," where each driver picks their runs and days off in order of seniority, to a weekly rostering approach, where agencies minimize the difference between operator's workweeks by combining daily runs to create complete weeks of work for operators.

### Improving workplace culture is key to attracting younger workers.

- To appeal to a new generation of transit workers, agencies must take steps to make operations positions an attractive step into a career in transit. That means, among other factors, establishing pathways for advancement and professional growth.
- Creating employee recognition programs and improving amenities at agency facilities can help boost morale and retention.

### Agencies can take steps to improve their recruiting and hiring processes.

- Some of the factors driving the transit worker shortage are long term and unlikely to reverse themselves in the near future. Therefore, agencies should invest in their hiring and recruiting capacities.
- Agencies should make the application process as simple as possible—from helping applicants obtain their CDL permits, to prominently displaying a mobile-friendly employment application on their websites, to making same-day offers at hiring events.
- Conditional employment offers—when an employee begins training pending the completion of background checks and other processes—can help keep interested applicants from disengaging from the hiring process.
- Agencies should establish new workforce pipelines, such as internship programs and relationships with high schools.

### Governments and partner organizations have an important role to play in addressing the transit workforce shortage.

- Federal agencies can support agencies by implementing the Government Accountability Office's recommendation for transit workforce development and exploring the creation of federal program to pay for CDL training for transit operators.
- State Departments of Transportation (state DOTs) and Metropolitan Planning Organizations (MPOs) should consider how to integrate transit-specific workforce development programs into transportation planning projects and state and local educational institutions should establish relationships with transit agencies in the interest of creating employment pipelines.
- Transit labor organizations and their members should consider how they can support workforce recruitment and retention through apprenticeship, peer mentoring, and leadership advancement programs.
- At the local and national levels, unions should rigorously evaluate seniority-based practices and compare them to alternatives that would potentially increase younger member participation in both the workforce and union activities.

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To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

**Subject: Workshop item: Monthly Board Reports**

Every month, MST staff collects and reports a wide variety of information to its Board of Directors within the monthly General Manager Report including monthly year-to-date performance dashboards, department updates, passenger boardings, on-time performance, financial performance, system safety, and reliability statistics. Also, each quarter the board receives a written update on the status of achievement of annual strategic goals and priorities.

Recently, the MST Board Chair and CEO received a presentation on recent activities within the industry to incorporate social, and environmental reporting benchmarks to help policymakers on their respective boards better understand and measure the impact their organizations make within the communities they serve. The discussion following the presentation focused on whether new reporting systems could better reflect the recently developed brand vision of “Connecting communities. Creating opportunity. Being kind to our planet.” supported by the shared values of safety, friendliness, dependability, diversity, and achievement.

Researching the matter further, the CEO found some purpose-driven leaders are discovering they have the power to use their businesses to effect positive change in the world without hampering financial performance. In many cases, adopting sustainability initiatives has proven to drive business success. This approach is known as the “triple bottom line” which in some private sector businesses focus on measuring business decision impacts on **Profit, People and Planet**. Given the non-profit nature of our operation, MST could adapt this model to focus on **Performance, People and Planet** to measure MST’s social and environmental impact in addition to financial and operational performance.

MST staff would like to better understand how well the current monthly and quarterly reports help our Board in their oversight functions of MST and determine the level of interest, if any, in changing the content and/or frequency of board reports.

If the Board determines that they would like to further investigate changes to our reporting practices, it would be appropriate to form an adhoc committee to work with staff to develop new, more meaningful reports for FY 2024 starting July 2023.

**ATTACHMENTS(S):**

None

Prepared by:   
Carl G. Sedoryk

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## Jeanette Alegar-Rocha

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**From:** Clementine Bonner Klein <bonner@monterey.org>  
**Sent:** Wednesday, December 21, 2022 2:17 PM  
**To:** Jeanette Alegar-Rocha  
**Subject:** City of Monterey Appointments for 2023

[ EXTERNAL EMAIL NOTICE ]

**CAUTION:** This email originated from outside of the MST organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Jeanette Alegar-Rocha, Clerk to the Board  
Monterey County Regional Taxi Authority  
jalegar@mst.org

Dear Jeanette:

At their regular meeting on December 20, 2022, the Monterey City Council approved appointments to outside agencies for 2023, including the following appointments to the Monterey County Regional Taxi Authority Board of Directors:

Representative:

Councilmember Alan Haffa  
haffa@monterey.org

(No alternate appointed)

Staff:

Marissa Garcia  
Traffic Engineering  
garcia@monterey.org

The chart of all Council appointments made yesterday can be found [here](#).

Please let me know if you have any questions. Happy holidays!

Sincerely,

Clementine

**Clementine Bonner Klein, MMC** ([she/her](#))

City of Monterey City Clerk · [bonner@monterey.org](mailto:bonner@monterey.org)

Office: [Web](#) · [cityclerk@monterey.org](mailto:cityclerk@monterey.org) · (831) 646-3935



THE CITY OF  
**MONTEREY**

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December 21, 2022

Carl Sedoryk, General Manager  
Monterey-Salinas Transit  
One Ryan Ranch Road  
Monterey, CA 93940

Re: Council Appointments


Dear Mr. Sedoryk:

At a regular meeting of the Marina City Council duly held on Tuesday, December 20, 2022, the Council approved the appointment of Council Member Liesbeth Visscher as the representative to the Monterey-Salinas Transit Board for the period of January 1, 2023, to December 31, 2023.

Below is the contact information for our City Council Member:

Liesbeth Visscher, Council Member  
2712 Bungalow Drive  
Marina, California 93933  
Cell: (408) 569-2491  
Email: [councilmember\\_visscher@cityofmarina.org](mailto:councilmember_visscher@cityofmarina.org)

Sincerely,

  
Anita Shepherd-Sharp  
Deputy City Clerk  
City of Marina

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