Board of Directors Regular Meeting

January 10, 2011

MST Conference Room
One Ryan Ranch Road, Monterey

9:30 a.m.

TRANSPORTATION: Ride Line 8 Ryan Ranch-Edgewater to MST Office

1. CALL TO ORDER
   1-1. Roll call.
   1-2. Pledge of Allegiance.

2. CLOSED SESSION
   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.

   2-1. Conference with labor negotiations-Amalgamated Transit Union, Local 1225 and MST. (§ 549757.6) (D. Laredo, K. Halcon) (No Enclosure)

   2-2. Conference with Legal Counsel-Potential Litigation-G. Mejia (§ 54956.9) (K. Halcon) (No Enclosure)

3. RETURN TO OPEN SESSION
   3-1. Report on Closed Session and possible action.

4. CONSENT AGENDA
   4-1. Review highlights of Agenda. (Carl Sedoryk)

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

   4-2. Adopt Resolution 2011-13 recognizing Alvin Johnson, Operations Supervisor, as Employee of the Month. (Robert Weber) (p.1)
4-3. Adopt Resolution 2011-14 recognizing Paul Lopez, Facilities Technician, as Employee of the Year. (Carl Sedoryk) (p.3)

4-4. Adopt Resolution 2011-15 recognizing Frank Ferrante, Coach Operator, for 31 years of service. (Mike Hernandez) (p.5)

4-5. Minutes of the regular meeting of December 13, 2010. (Theodore Kosub) (p.7)

4-6. Claim Rejection – Wolf. (Ben Newman) (p.13)

End of Consent Agenda

5. SPECIAL PRESENTATIONS

5-1. 2010 Employee of the Year – Paul Lopez, Facilities Technician. (Carl Sedoryk)


5-3. Retirement – Frank Ferrante, Coach Operator. (Mike Hernandez)

5-4. South County Area Service Analysis – Moore & Associates. (Jim Moore)

6. 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 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.

7. COMMITTEE REPORTS AND PRESENTATIONS

No action required unless specifically noted.

7-1. Legislative Committee Meeting Minutes – December 13, 2010. (Theodore Kosub) (p.15)

8. BIDS/PROPOSALS

9. PUBLIC HEARINGS

10. UNFINISHED BUSINESS

10-1. South County Service Area Analysis. (Hunter Harvath) (p.17)

11. NEW BUSINESS

11-1. Strategic Plan update. (Carl Sedoryk) (p.21)

12. REPORTS & INFORMATION ITEMS
The Board will receive and file these reports, which do not require any action by the Board.

13. COMMENTS BY BOARD MEMBERS

13-1. Reports on meetings attended by Board members at MST expense (AB1234).

14. ANNOUNCEMENTS

15. ADJOURN

**NEXT MEETING DATE:** February 14, 2011 in MST Conference Room.

**NEXT AGENDA DEADLINE:** February 2, 2011

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 Administration office at 1 Ryan Ranch Road, Monterey, CA during normal business hours.

Upon request, MST will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including 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 and brief description of the requested materials and preferred alternative format or auxiliary aid or service at least 5 days before the meeting. Requests should be sent to Theodore Kosub, MST, One Ryan Ranch Road, Monterey, CA 93940 or tkosub@mst.org
WHEREAS, each month Monterey-Salinas Transit 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, Alvin Johnson began his career as a Coach Operator in October of 2004. During his career at MST, Alvin has distinguished himself as; a Line Instructor, an Interim Operations Supervisor, Employee of the Month for June 2008, and was later promoted to an Operations Supervisor in July of 2008; and

WHEREAS, Alvin Johnson has taken the lead role for several successful special events throughout Monterey County and is considered among his coworkers to be a “team player” who is always eager to assist without hesitation; and

WHEREAS, Alvin Johnson was instrumental in establishing an Operations Committee comprised of key staff personnel within the Transportation Department. The Committee continues to revise current standard operating procedures, and other processes aimed to improve the overall efficiency of MST services; and

THEREFORE BE IT RESOLVED that the Board of Directors of Monterey-Salinas Transit recognizes Alvin Johnson as Employee of the Month for January 2011; and

BE IT FURTHER RESOLVED that Alvin Johnson is to be congratulated for his excellent work at Monterey-Salinas Transit.

THE BOARD OF DIRECTORS OF MONTEREY-SALINAS TRANSIT
PASSED AND ADOPTED RESOLUTION 2011-13 this 10th day of January 2011.
PAUL LOPEZ
EMPLOYEE OF THE YEAR
2010

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

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

WHEREAS, Paul Lopez began his career as a Utility Service Person in June 1998. Since then, he was promoted to Senior Utility Service Person and finally to his current position as a Facilities Technician; and

WHEREAS, Paul Lopez has been recognized with many special project awards, internal recognitions, three Employee of the Month Awards and recognition as Employee of the Year in 2007. He was recently recognized for 9 years of safety on the job and Attendance Awards almost every year of his employment; and

WHEREAS, Paul Lopez was traveling westbound on Highway 68 on November 15th, 2010 when he witnessed an accident that caused a vehicle to careen off the highway into a nearby ditch. As a firefighter climbed into the van to administer first aid, the van caught fire and Paul assisted in the rescuing of the driver from the wreckage. His quick and heroic actions should be commended.

THEREFORE BE IT RESOLVED that the Board of Directors of Monterey-Salinas Transit recognizes Paul Lopez as Employee of the Year for 2010; and

BE IT FURTHER RESOLVED that Paul Lopez is to be congratulated for his excellent work at Monterey-Salinas Transit.

THE BOARD OF DIRECTORS OF MONTEREY–SALINAS TRANSIT
PASSED AND ADOPTED RESOLUTION 2011-14 this 10th day of January 2011.

_______________________    _______________________
Fernando Armenta           Carl G. Sedoryk
Chairman                   Secretary
FRANK FERRANTE
31 YEARS OF SERVICE

WHEREAS, Frank Ferrante began his career with Monterey-Salinas Transit on July 15, 1979 as a Coach Operator. He has been driving for 31 years; and

WHEREAS, Frank Ferrante has received numerous awards for his outstanding service with Monterey-Salinas Transit and within the Monterey County Community. In 2009, he was recognized for over 29 years of Safe Driving; and

WHEREAS, Frank Ferrante was recognized as the Employee of the Month in July 2000 for demonstrating exceptional skills as a Coach Operator and consistently representing MST by providing “Value Added Service” to MST customers; and,

WHEREAS, Frank Ferrante is always trying to help MST meet its mission. In 2007, he called into the Communications Center to report that monthly passes were being handed out at the Monterey Plaza Center. The detailed information he provided allowed the immediate intervention by an on-duty supervisor; and,

WHEREAS, Frank Ferrante was honored in March of 2006 as an “Unsung Hero Award” through the Volunteer Center of Monterey County. MST nominated Frank based on his dedication and high standards. He is well respected by his coworkers and the traveling public who depend on MST’s services; and,

WHEREAS, after 31 years of service with MST, Frank Ferrante retired on December 30, 2010.

THEREFORE BE IT RESOLVED that the Board of Directors of Monterey-Salinas Transit recognizes and congratulates Frank Ferrante for his outstanding service to MST; and

BE IT FURTHER RESOLVED the Board of Directors expresses its sincere gratitude to Frank Ferrante and wishes him continued success, and a satisfying retirement.

THE BOARD OF DIRECTORS OF MONTEREY-SALINAS TRANSIT PASSED AND ADOPTED RESOLUTION 2010-15 this 10th day of January 2011.

_______________________  _______________________
Fernando Armenta          Carl G. Sedoryk
Chairman                  Secretary
1. CALL TO ORDER

Chairman Armenta called the meeting to order at 10:03 a.m. in the MST Conference Room.

Present: Karen Sharp City of Carmel-By-The-Sea
         Maria Orozco City of Gonzales
         John Huerta, Jr. City of Greenfield
         James Ford City of Marina
         Libby Downey City of Monterey
         Alan Cohen City of Pacific Grove
         Sergio Sanchez City of Salinas
         David Pendergrass City of Sand City
         Patricia Stephens City of Soledad
         Thomas Mancini City of Seaside
         Fernando Armenta County of Monterey

Absent: Susan Kleber City of King
         Kristin Clark City of Del Rey Oaks

Staff: Sonia Bannister Office Administrator/Marketing & Sales Specialist
       Angela Dawson Accountant
       Mark Eccles Director of Information Technology
       Gretchen Faus Customer Service Representative
       Mike Gallant Planning Manager
       Kelly Halcon Director of Human Resources
       Hunter Harvath Asst. General Manager/Finance & Administration
       Michael Hernandez Asst. General Manager/COO
       Tom Hicks CTSA Manager
       Steven Judd Planning Intern
       Theodore Kosub Executive Assistant to the GM/CEO
       Carl Sedoryk General Manager/CEO
       Zoe Shoats Marketing Analyst
       Robert Weber Director of Transportation Services
       Kathy Williams General Accounting Manager

Others: John Cardinalli Yellow Cab
         Steve Cardinalli Yellow Cab
         Andy Cook TAMC
         Jim Fink Citizen
         Alvin Edwards City of Seaside
December 13, 2010 Minutes
Page 2 of 6

Carmelita Garcia     Mayor Pacific Grove
Don Gilchrest       MST Federal Lobbyist
Robert Gross        Citizen
Kathy Krystal       Associated Taxi
David C. Laredo       De Lay & Laredo
Rene Leonard        Citizen
Tom Mancini         Citizen
Dolores McDaniel    Citizen
Kim Mitchell        Citizen
Bob Parks           ATU
J. Scott Phillips   Citizen
Megan Tolbert       CSUMB

Apology is made for any misspelling of a name.

2. CLOSED SESSION

The closed session was moved to the next agenda meeting of January 10, 2011.

3. RETURN TO OPEN SESSION

4. CONSENT AGENDA

The consent agenda items consisted of the following:


4-3. Disposal of property left aboard buses.

4-4. Minutes of the regular meeting of November 8, 2010.


4-6. Approve the purchase of one medium size.

4-7. MST MAC appointment.

4-8. Adopt proposed CY 2011 Agenda schedule.

4-9. Purchase particulate filters for Trolleys.

4-10. Conflict of Interest Code.

4-11. Claim rejection - Bolger.
4-12. Adopt Resolution of Appreciation for Tom Mancini.

4-13. Receive opinion of General Counsel regarding procurement of Taxi Administrator Services.

4-14. Memorandum of Understanding with San Luis Obispo Regional Transit Authority.

Vice-Chair Pendergrass moved to approve items on the consent agenda and was seconded by Director Orozco. Item 4-13 was pulled for further discussion. The motion carried unanimously.

Scott Phillips, felt that the RFQ process for the Taxi Administrator was flawed and asked for a response to the questions contained in his letter. He thought Counsel’s response letter was inadequate in addressing all of his concerns.

David Laredo, General Counsel, gave an opinion of the Taxi Administrator RFQ procurement process. He stated the process was fair and conflict did not exist under any standard of the law. Further, the RFQ notice period was sufficient.

Director Sanchez moved to approve item 4-13. Director Ford seconded and the motion carried unanimously.

5. SPECIAL PRESENTATIONS

Carl Wulf, Facilities/Capital Projects Manager, presented Paul Lopez, Facilities Technician, as the December 2010 Employee of the Month. He was recently recognized with 9 years of safety on the job and has received Attendance Awards almost every year of his employment. Paul Lopez was traveling westbound on Highway 68 on November 15, 2010 when he witnessed an accident that caused a vehicle to careen off the highway into a nearby ditch. As a firefighter climbed into the van to administer first aid, the van caught fire and Paul assisted in the rescuing of the driver from the wreckage. His quick and heroic actions should be commended.

Carl Sedoryk, General Manager/CEO, presented Tom Mancini with a Resolution of Appreciation for his service as an MST Board member. MST staff thanked Mr. Mancini for his many years of stewardship and commitment to public transportation.

6. PUBLIC COMMENT

Mr. Fink commented that line 55 needed some timing improvements and said he was pleased to learn about the new Line 83 Fort Hunter Liggett-Paso Robles Express. He also spoke to the importance of public transit integration in the Bay Area as a whole. Finally, he expressed concern for clipper tickets and Caltrain.

Bob Parks inquired about potential wage freezes and asked board members to reconsider any proposal that froze wages.
7. COMMITTEE REPORTS AND PRESENTATIONS

8. BIDS/PROPOSALS

None.

9. PUBLIC HEARINGS

9.1 Public Hearing – Proposed MST fare structure revisions.

Director Downey asked if smart cards could utilize a distance based fare formula. Staff stated that this was not yet possible with existing smart card technology. Director Ford asked if a smart card could be used to buy another bus pass. Staff’s response was that the smart card was not intended to purchase other passes. Director Pendergrass asked if buses would still take cash under the proposed system. It was noted that buses would still be able to process cash.

Director Ogelsby asked if there was a course of action if a rider lost his bus pass. Each smart card has a unique serial number that allows for card replacement.

Director Sharp asked if pass days were contiguous under the new system. Under the new system, the period of validity for each card is contiguous. For example, a seven-day pass would be good for seven days from the first date of use. Director Sharp asked where the new smart cards would be available for purchase. Staff responded that initially the passes would be available at three MST office locations, Rabobanks and all locations currently offering MST passes.

Director Pendergrass asked what would happen if a new fare box machine went offline. Staff responded that an alternate bus would be dispatched to replace a bus with a malfunctioning farebox.

Director Sharp asked if the farebox company was reputable and reliable. Staff believed so. She also asked if customers could consult with customer service reps if they had confusion over the new fare system. Customer service representatives are available to answer customer questions.

Director Huerta suggested the possibility of adding smart card vending machines in South County cities.

Rene Leonard expressed concern over the proposed fare structure revisions and thought weekend service could be improved.

Dolores McDaniel expressed frustration with lack of service to the MST office located at One Ryan Ranch Rd and believed her costs would increase under the new system.

Bob Parks thought the fare structure was not revenue neutral and needed minor tweaking. Doug Wallace thought MST service was excellent and the proposed elimination of transfers was a good idea.

Kim Mitchell stated that she could not afford fare increases and thought the shocks in several buses were sub-par. She also believed that MST buses ran too late in the evening.

John Cardinali thought MST service was terrible and thought the new fare structure was unacceptable.
Jim Fink thought MST should consider regional tie-ins to San Francisco area transit service, but was supportive of the new fare structure.

Director Sanchez made a motion that approved the proposed fare structure revisions and called for continued consultation with riders in the community. The motion was seconded by Director Ford and carried unanimously.

10. UNFINISHED BUSINESS

None.

11. NEW BUSINESS

11.1 Approve the purchase of one Suburban Coach

John Cardinalli thought there was no need to purchase another bus and that MST was simply wasting money.

Director Huerta motioned for approval and Director Pendergrass seconded the motion. The motion carried unanimously.

11-2. CSUMB University Pass Program

Hunter Harvath gave an overview of the proposed CSUMB Pass Program. Megan Tolbert, CSUMB staff, expressed support for the program and read a letter from Diane Harrison that supported implementation of the program. Dean Kennedy, CSUMB staff, stated that 2000 students lived on campus and Residential Life was excited about the partnership with MST.

Director Stephens thought the program should get underway as soon as possible because the beginning of the school year was rapidly approaching. Director Sharp was interested in seeing the program launch effectively. As such, she suggested extra resources if staff could not handle the additional work load. Carl Sedoryk thought the program could be implemented in a timely manner if staff was given that direction from The Board. Megan Tolbert offered CSUMB help to implement the Pass Program in a timely manner.

Director Pendergrass moved for approval with the caveat that CSUMB would help MST implement the program. The motion was seconded by Ian Oglesby and passed unanimously.

11-3. Adopt 2011 Legislative Program Presentation

Don Gilchrest, MST federal lobbyist, gave a brief update of legislative issues that could affect MST at the federal level. He thought there would be several challenges and opportunities for transit once the new congressional session gets underway.
Chairman Armenta asked how much federal money had been directed to MST. Carl Sedoryk responded that MST had utilized approximately 12 million federal dollars. He commented that without the funding, costs would be significantly higher while service levels would be markedly lower.

John Arriaga, MST state lobbyist, gave a brief update of legislative issues that could affect MST at the state level. Like Mr. Gilchrest, he believed there were several opportunities and challenges for transit under the new legislative session. Mr. Arriaga also pointed out the precious budget situation the State of California is facing for the upcoming session.

Chairman Armenta suggested a more proactive approach should be taken in regard to legislative issues. It was suggested that the Legislative Committee should meet more frequently, at least several times a year, to stay abreast of legislative issues.

Director Ford moved to approve the 2011 Legislative Program and Director Downey provided a second. The motion carried unanimously.

12. REPORTS & INFORMATION ITEMS


The Board was informed of letters concerning donations of vehicles, opinion of Counsel regarding a Regional Taxi Authority (RTA) Environmental Impact Report, Department of Census Urban Zone Designation and a MST Public Information Act Request.

13. COMMENTS BY BOARD MEMBERS

Director Downey asked that staff respond to Scott Phillips concerns regarding the RTA RFQ.

Chairman Armenta suggested the possibility of forming a special committee that would work with area universities and community colleges. He proposed a committee made of MST Board members, community college board members/regents and elected officials.

14. ANNOUNCEMENTS

Carl Sedoryk announced that the next Board of Directors Meeting would start at 9:30 am, while the next HR Committee meeting would start at 9:00 am.

15. ADJOURMENT

There being no further business, Chairman Armenta adjourned the meeting at 12:33 p.m.

Prepared by: ______________________________

Theodore Kosub
To: Board of Directors
From: Ben Newman, Risk & Security Manager
Subject: Liability Claim Rejection

RECOMMENDATION:

Reject claim by the claimant below.

FISCAL IMPACT:

$210,000

POLICY IMPLICATIONS:

None.

DISCUSSION:

An MST passenger, Ms. Perfecta Wolf, aka Bea Balambao alleges to have injured her foot and leg from an incident that occurred on June 22, 2010 when the bus braked suddenly to avoid a collision.

After conducting a preliminary investigation into this claim, it is recommended that it be rejected in its entirety.

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.
Carl Sedoryk introduced Don Gilchrest, MST’s federal lobbyist. Mr. Gilchrest gave a brief update on the legislative situation in Washington, D.C. He mentioned the push for a new SAFETEA-LU reauthorization as the existing authorization has expired. He thought this would be difficult, as budgetary constraints continue to plague government at the federal level.

Carl Sedoryk introduced John Arriaga, MST’s state lobbyist. Mr. Arriaga gave a brief overview of the legislative situation at the state level. Mr. Arriaga pointed out that the new legislative session began on December 6, 2010. He mentioned several issues that may affect transit including, the gas tax swap, AB32 and proposition 22. He thought the state budget was the number 1 issue of the upcoming session.

Director Sanchez asked what could be done in the precarious environment that currently exists in the state legislature. He asked Mr. Arriaga how MST could stay ahead of the game this year. Mr. Arriaga thought a proactive approach was the best strategy and mentioned the benefits of inviting legislators to MST. Mr. Arriaga also invited MST Board members to visit Sacramento.

Director Armenta suggested quarterly legislative committee meetings should be held to keep members abreast of developing legislative issues. Committee members also discussed the possibility of having a transportation summit meeting.

Director Downey made a motion to recommend adoption of the legislative agenda to the MST Board of Directors. The motion was seconded by Director Sanchez and passed unanimously.

A potential Census Urban Zone Re-designation was discussed among committee members. Carl Sedoryk provided an update on the potential impacts of a census designation change and said that any change was unlikely to occur until 2013.

The next Legislative Committee meeting will be held on March 7, 2011.

Prepared by: ______________________________
Theodore Kosub, Deputy Secretary
To: Board of Directors

From: H. Harvath, Assistant General Manager Finance & Administration

Subject: South County Area Service Analysis (SoCASA)

RECOMMENDATION:

Receive presentation from Moore & Associates on the results of the South County Area Service Analysis (SoCASA).

FISCAL IMPACT:

None.

POLICY IMPLICATIONS:

Your Board receives presentations on major planning studies.

DISCUSSION:

The SoCASA is designed to evaluate transit demand in the south Monterey County cities of Gonzales, Soledad, Greenfield, King City, and the neighboring unincorporated areas, including Chualar. Currently, MST serves these areas with Line 23 Salinas-King City and introduced a general public dial-a-ride service in the community of Gonzales this past summer. In addition, the cities of Soledad, Greenfield, and King City operate municipal dial-a-ride taxi services.

As these areas experience continued growth in population and commercial and residential development, long-term transportation solutions are needed to address access and mobility issues. In that regard, the SoCASA represents a comprehensive analysis of the transportation demands for the South County area. To conduct the SoCASA, MST hired Moore & Associates, a transportation and marketing consulting firm, in an effort to propose new and adjusted bus routes that would better serve existing and future public transit customers as well as increase overall ridership.

The SoCASA report profiles existing conditions of the study area, analyzes demand for transit services and describes public input solicitations conducted for the study. In addition, it provides potential service alternatives as well as an implementation plan (see Attachment). At the January 10, 2011, meeting of your Board, the results of the study will be presented by staff from Moore & Associates. Pending feedback from your Board, MST staff will subsequently present the results of this study to each of the city councils of Gonzales, Greenfield, King City and Soledad.

Attachment: South County Area Service Alternatives
To: Board of Directors

From: Carl Sedoryk, General Manager/CEO

Subject: 2011 Strategic Plan Update

RECOMMENDATIONS:

Receive update on Monterey-Salinas Transit Strategic Plan and conduct a workshop to provide direction to staff.

FISCAL IMPACT:

None.

POLICY IMPLICATIONS:

Your Board adopted a Strategic Plan and it is appropriate to receive feedback on progress made towards achievement of specific action items within the plan and to provide feedback on emerging issues.

DISCUSSION:

It has been one year since your Board first met to begin development of the Monterey-Salinas Transit District Strategic Plan. At your meeting of July 12, your Board adopted the Strategic Plan and a FY 2010/2011 Budget. These documents identified specific Action Plan items to be completed during the year in support of the plan.

Senior management staff has reviewed progress made to date this year on the Action Plan. Senior staff also reviewed current MST Strengths, Weaknesses, Opportunities and Threats (SWOT) and a revised SWOT analysis has been included in Attachment 2. Finally, senior management has identified a number of emerging issues that have arisen since the initial strategic plan was adopted. These items will require staff attention and are included in Attachment 3.

MST senior staff is prepared to provide brief updates on achievements and challenges to date. MST staff seeks Board input and direction regarding emerging issues as we begin developing a budget and action plan for the fiscal year beginning July 1, 2011. A draft agenda for the Strategic Plan update workshop may be found in Attachment 4.

Attachment 1: MST Action Plan Update
Attachment 3: Emerging Issues for FY 2011/2012
Attachment 4: Strategic Plan update workshop.

PREPARED BY: Carl G. Sedoryk
<table>
<thead>
<tr>
<th>Goal/Action Plan</th>
<th>Responsible</th>
<th>Revised Due Date</th>
<th>Current Status</th>
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<tbody>
<tr>
<td><strong>1. Develop Adequate and Stable Long Term Revenues</strong></td>
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<tr>
<td>Objectives/Outcomes: Pursue public/private and public/public partnerships, fare-pricing strategies and revenue generation from the use of MST assets as the means to generate the funds required to construct needed capital facilities, purchase vehicles, sustain current and future transit services and reduce the overall subsidy per passenger.</td>
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<td>Encourage policymakers and the general public, through education and advocacy, to enact legislation at local, state and federal levels to provide sustained funding sources that will support the future growth of Monterey County’s public transportation system.</td>
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<td>Indicators of Success:</td>
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<td>● Reduced subsidy per passenger.</td>
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<td>● Public/private funding agreements executed.</td>
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<td>● Adequate funding in place to support operating and capital needs.</td>
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<td>● Increased local funding support through partnerships, fees, sales tax and other initiatives.</td>
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<td>FY 2011 Action Plan Items:</td>
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<tr>
<td>a. Adopt and execute annual state and federal legislative programs.</td>
<td>Harvath</td>
<td>Ongoing</td>
<td></td>
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<td>2011 Legislation program adopted by Board. Staff to execute throughout year.</td>
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<td>b. Identify and apply for federal, state, and local funding opportunities that support MST programs and projects.</td>
<td>Harvath</td>
<td>Ongoing</td>
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<td>Staff continues to apply for funding where available.</td>
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<tr>
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<td>c. Participate in community outreach and provide public information regarding</td>
<td>Sedoryk</td>
<td>Complete</td>
<td>Staff participated in educational outreach related to passage of Prop 22 and</td>
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<tr>
<td>measures to provide dedicated funding for improved public transportation.</td>
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<td></td>
<td>successfully lobbied for continuation of Federal Mass Transit Benefit.</td>
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<td>d. Identify public and private funding partners for development of the Frank</td>
<td>Harvath</td>
<td>Apr-11</td>
<td>Staff has identified potential public and private funding partners.</td>
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<tr>
<td>J. Lichtanski Monterey Bay Operations Center.</td>
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</table>

2. **Provide Quality Transit and Mobility Management Services**

Objectives/Outcomes: Develop and implement services, infrastructure and technologies to meet and exceed the expectations of customers, reduce subsidies and improve the image of MST in the community; continue to explore and implement new technologies and practices that enhance the overall customer experience, improve safety, reduce costs, attract new customers, retain existing customers, motivate employees, and improve the value of MST in the community.

Indicators of Success:

- Passenger boarding growth rate that exceeds board adopted standards.
- Increased customer and stakeholder satisfaction.
- Business conducted within approved budget and board adopted performance standards for safety, efficiency, effectiveness, on-time performance, employee and stakeholder satisfaction.

FY 2011 Action Plan:
# MST Action Plan Update

**Effective 12/31/2010**

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<tbody>
<tr>
<td>a. Continue programs that reward safe behavior.</td>
<td>Halcon</td>
<td>Ongoing</td>
<td>Safety recognition programs continue.</td>
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<tr>
<td>c. Implement MST On-Call, Gonzales service and other new services based on the results of the South County Transit Study as funding allows.</td>
<td>Harvath</td>
<td>Ongoing</td>
<td>MST On-Call Service in Gonzales implemented. South County Service Study recommendations implementation between May - Aug 2011.</td>
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<td>d. Begin construction of Monterey Bay Operations and Maintenance Facility.</td>
<td>Hernandez</td>
<td>Aug-11</td>
<td>Continuing negotiations with County of Monterey and other stakeholders has delayed construction start by about six months.</td>
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<td>e. Complete Design and Begin Construction of Fremont/Lighthouse Avenue Bus Rapid Transit (BRT) service.</td>
<td>Harvath</td>
<td>Jun-11</td>
<td>On schedule to complete design on time with construction to begin Sep 2011.</td>
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<td>f. Continue planning a comprehensive regional BRT plan and apply for funding, as appropriate.</td>
<td>Harvath</td>
<td>Ongoing</td>
<td>Planning activities have begun on BRT for Del Monte Blvd in Monterey.</td>
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<tr>
<td>g. Install new automated fare collection equipment.</td>
<td>Eccles/Hernandez</td>
<td>Mar-11</td>
<td>Equipment installation is on time and scheduled to be completed March 2011.</td>
</tr>
<tr>
<td>h. Develop new fare policies to attract additional riders, improve customer convenience and increase fare revenues.</td>
<td>Harvath</td>
<td>Completed</td>
<td>Simplified fare structure adopted in Dec 2010 and scheduled for March 2011 implementation.</td>
</tr>
<tr>
<td>j. Implement measures to reduce and control Workers’ Compensation costs including finalization of a Medical Provider Network (MPN).</td>
<td>Halcon</td>
<td>Feb-11</td>
<td>Staff turnover has resulted in some delays. On track to complete in February.</td>
</tr>
<tr>
<td>k. Apply for funding for Salinas Area Service Analysis.</td>
<td>Harvath</td>
<td>Complete</td>
<td>Received AB2766 grant to conduct study</td>
</tr>
</tbody>
</table>
MST Action Plan Update
Effective 12/31/2010

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>l. Implement New Freedoms and Jobs Access Reverse Commute Mobility Management funded projects.</td>
<td>Harvath</td>
<td>Ongoing</td>
<td>A variety of projects involving travel training and services for seniors and persons with physical and cognitive disabilities are ongoing.</td>
</tr>
<tr>
<td>m. Implement Serenic/Navision Human Resources software module.</td>
<td>Eccles</td>
<td>Apr-11</td>
<td>Human Resources software will be implemented in conjunction with upgrade of Financial software module.</td>
</tr>
<tr>
<td>n. Upgrade Trapeze ITS Hardware and Software as funding allows.</td>
<td>Eccles</td>
<td>Delayed</td>
<td>Identified funding for project was eliminated from federal budget. Staff is identifying other options.</td>
</tr>
<tr>
<td>o. Complete audit of maintenance and inventory policies and practices.</td>
<td>Hernandez</td>
<td>Complete</td>
<td>Audit completed and staff has begun implementation of recommended practices.</td>
</tr>
</tbody>
</table>

3. Implement New Transit District Governance

Objectives/Outcomes: Complete the transition to the transit district governance model in a manner that maximizes full participation and satisfaction of the jurisdictions represented on the MST Board.

Indicators of Success:
- A satisfied, involved, active, and fully-integrated Board of Directors.
- Residents of member jurisdictions feeling well represented.

Action Plan:

a. Develop and implement Board member training and orientation programs. | Sedoryk | Ongoing | Board members continue to receive training through Transit 101 sessions and opportunities to attend industry conferences. |
### MST Action Plan Update

**Effective 12/31/2010**

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</thead>
<tbody>
<tr>
<td>b. Adopt all necessary resolutions and take actions required to comply with the requirements of AB644 (Caballero).</td>
<td>Sedoryk</td>
<td>Complete</td>
<td>Completed with formation of new board.</td>
</tr>
<tr>
<td>d. Implement revised Board committee structures to support decision making.</td>
<td>Sedoryk</td>
<td>Complete</td>
<td>Completed with formation of new board.</td>
</tr>
<tr>
<td>e. Effect dissolution of Monterey-Salinas Transit Joint Powers agency and transfer all rights and obligations to the Monterey-Salinas Transit District.</td>
<td>Sedoryk</td>
<td>Complete</td>
<td>Completed with formation of new board.</td>
</tr>
</tbody>
</table>

### 4. Research, Implement and Promote Policies and Practices that Encourage Environmental Sustainability and Resource Conservation

**Objective:** Implement economically sound and environmentally-friendly resource conservation policies that reduce MST dependence on scarce natural resources and the potential for negative environmental impact without compromising levels or quality of service.

**Indicators of Success:**

- Compliance with EPA and California Air Resources Board mandates.
- Reduced consumption of fossil fuels and related costs of utilities including water, natural gas and electricity.
- Increased use of alternative fuels and emerging green technologies.
<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Green initiatives funded without compromising service levels or quality.</td>
<td></td>
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</tr>
<tr>
<td>FY 2011 Action Plan:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Participate in national, state and regional transit conferences, meetings and groups alternative fuel forums, user groups, etc., that identify and outline changes to federal and California Air Resources Board (CARB) emission requirements.</td>
<td>Hernandez</td>
<td>Ongoing</td>
<td>Staff continues to participate in regional, state, and national consortiums.</td>
</tr>
<tr>
<td>b. Maintain a dialogue with CARB staff regarding emission requirements and emission reduction strategies.</td>
<td>Hernandez</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>c. Adopt Leadership in Energy and Environmental Design (LEED) principles as appropriate in the design and construction of MST facilities.</td>
<td>Hernandez</td>
<td>Completed</td>
<td>Final design of the facility is substantially complete and qualifies for LEED Silver designation.</td>
</tr>
<tr>
<td>d. Identify opportunities for energy, water, gas and other resource conservation programs.</td>
<td>Hernandez</td>
<td>Ongoing</td>
<td>Staff regularly seek opportunities to pursue resource conservation activities.</td>
</tr>
<tr>
<td>e. Acquire diesel/electric hybrid buses as funding allows.</td>
<td>Hernandez</td>
<td>Ongoing</td>
<td>Hybrid support vehicles continue to be acquired. Alternative fuel buses continue to be cost prohibitive.</td>
</tr>
<tr>
<td>f. Monitor emerging technologies and determine cost-effective sustainable technologies and implement as appropriate.</td>
<td>Hernandez</td>
<td>Ongoing</td>
<td></td>
</tr>
<tr>
<td>5. <strong>Educate and Inform our Community and Stakeholders on the Value of MST Services through Promotion, Communication, and Advocacy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Goal/Action Plan

**Attract new riders and improve support for MST by utilizing effective marketing, promotion, communication and advocacy techniques meeting individual community and stakeholder needs.**

**Indicators of Success:**

- Increased awareness of MST transportation and mobility services and the value they provide.
- Increased patronage and usage of MST website and tools provided.
- Increased number of positive media stories regarding MST and public transit.

**FY 2011 Action Plan:**

- **a.** Implement and develop coordinated, multi-media, bilingual media communications and advertising programs as funding allows.  
  
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Harvath</td>
<td>Sep-10</td>
<td>New website features powerful multilingual translation.</td>
</tr>
</tbody>
</table>
  
- **b.** Complete redesign of MST Online website.  
  
<table>
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<tbody>
<tr>
<td>Harvath</td>
<td>Complete</td>
<td>Competed Dec 2010.</td>
</tr>
</tbody>
</table>
  
- **c.** Implement new and emerging technologies to communicate with customers.  
  
<table>
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<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Eccles</td>
<td>Completed</td>
<td>Began use of Twitter and Facebook accounts to communicate with public. Real time passenger info signs implemented at Del Monte Center.</td>
</tr>
</tbody>
</table>

- **d.** Encourage transit-friendly land-use planning through the update and dissemination of the *Designing for Transit* manual.  
  
<table>
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<tbody>
<tr>
<td>Harvath</td>
<td>Ongoing</td>
<td>MST staff continues to comment on proposed developments and encourages use of Designing For Transit Manual.</td>
</tr>
</tbody>
</table>

- **e.** Conduct travel training and participate in local community events that provide opportunities for MST staff to educate and inform.  
  
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<tr>
<td>Harvath</td>
<td>Ongoing</td>
<td>MST staff have attended numerous community events and have begun a program of personal travel training.</td>
</tr>
<tr>
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</tr>
<tr>
<td>f. Implement targeted marketing and promotional efforts designed towards major employers, schools, senior groups, hospitality industry and non-traditional customers.</td>
<td>Harvath</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Actively Promote Organizational Values to Maintain High Quality Relationships with MST Employees, Customers, Contractors, Vendors, and Community Stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Act in manner in all we do to promote individual and organizational safety, efficiency and effectiveness and enhance the satisfaction of those who interact with MST including our customers, employees and other key stakeholders and partners.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicators of Success:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. High levels of employee, customer and stakeholder satisfaction.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Continue to improve relationships with represented labor workforce.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Increased utilization of employee development programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Improved safety performance and reductions in injuries.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2011 Action Plan:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Recognize and celebrate individual and group achievements in support of MST’s mission, vision, values, goals and objectives.</td>
<td>Sedoryk</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Goal/Action Plan</td>
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<tr>
<td>---------------------------------------------------------------------------------</td>
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<td>------------------</td>
</tr>
<tr>
<td>b. Conduct attitude and opinion surveys to gauge satisfaction of riders, non-riders, employees and stakeholders as appropriate.</td>
<td>Harvath/Halcon</td>
<td>Jun-11</td>
</tr>
<tr>
<td>c. Improve communication with all employees and the Amalgamated Transit Union and Monterey-Salinas Transit Employee Association leadership.</td>
<td>Sedoryk/Halcon</td>
<td>Ongoing</td>
</tr>
<tr>
<td>d. Complete contract negotiations of the Amalgamated Transit Union labor agreement.</td>
<td>Halcon/Laredo</td>
<td>Feb-11</td>
</tr>
<tr>
<td>f. Develop and implement targeted marketing and promotional efforts designed towards major employers, schools, senior groups, hospitality industry and non-traditional riders to assist in growing ridership.</td>
<td>Harvath</td>
<td>Ongoing</td>
</tr>
<tr>
<td>g. Ensure a proper staff structure is in place that understands and supports the mission, vision and values to meet strategic goals and objectives.</td>
<td>Sedoryk</td>
<td>Apr-11</td>
</tr>
<tr>
<td>h. Provide support and advocacy for programs and projects that are important to key MST stakeholders and partners.</td>
<td>Sedoryk</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

7. To attain industry leadership for like-sized agencies within California and the United States.

*Continue developing and implementing programs and practices that continue to distinguish Monterey-Salinas Transit as a leader with the public transit industry.*

Indicators of Success:
### MST Action Plan Update

**Effective 12/31/2010**

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<tr>
<td>1. Participate in a leadership role in industry trade associations.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Receive recognition and acknowledgement for innovative programs and practices.</td>
<td></td>
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</tr>
</tbody>
</table>

**FY 2011 Action Plan:**

**a.** Seek appointment to leadership positions within appropriate national, state, and local trade, business and community associations and committees.

- Sedoryk
- **Complete**
  - Elected to APTA Board of Directors in October 2010. Member of CTA Oversight Committee, and Vice-Chair of CalTIP.

**b.** Develop and implement innovative programs that enhance the overall customer experience, improve safety and sustainability, reduce costs, attract new customers, retain existing customers, motivate employees, and reflect well on Monterey-Salinas Transit and the public transit industry.

- Sedoryk
- **Ongoing**
  - Continued success of military partnership program and expansion of service to Ft. Hunter Liggett has made MST a recognized leader in developing funding partnerships.

**c.** *Suggest adding the following item: Seek to host state and national conferences at local hotels and conference centers.*
## Monterey-Salinas Transit 2011 Strengths, Weaknesses, Opportunities and Threats

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees and Management team</td>
<td>Regional Taxi Authority administration</td>
</tr>
<tr>
<td>Fiscally responsible</td>
<td>Fleet availability</td>
</tr>
<tr>
<td>Legislative representatives/governmental relations (FTA, Caltrans)</td>
<td>Funding/revenue sources fluctuations</td>
</tr>
<tr>
<td>Well maintained fleet</td>
<td>Public transit industry weak</td>
</tr>
<tr>
<td>Employee relations</td>
<td>Extended geographic service area</td>
</tr>
<tr>
<td>Emergency Response Planning</td>
<td>Relationships w/ labor leadership</td>
</tr>
<tr>
<td>Stable ridership base</td>
<td>Low urban density</td>
</tr>
<tr>
<td>Community / stakeholder image</td>
<td>Low staffing levels due to cutbacks</td>
</tr>
<tr>
<td>Brand Identity</td>
<td>Lack of physical capacity at transit facilities</td>
</tr>
<tr>
<td>Service planning</td>
<td>Lack of sufficient funding reserves</td>
</tr>
<tr>
<td>Land ownership</td>
<td>Aging population requiring specialized service</td>
</tr>
<tr>
<td>Advanced technology infrastructure</td>
<td>Lack of capital replacement funds</td>
</tr>
<tr>
<td>No debt</td>
<td>Recruitment of skilled trades</td>
</tr>
<tr>
<td>Sustained safety performance</td>
<td>High mileage fleet</td>
</tr>
<tr>
<td>Broad community use of services</td>
<td>Demand for trolleys exceeds fleet size</td>
</tr>
<tr>
<td>Public/private partnerships</td>
<td>No cost-effective alternative fuel fleet options</td>
</tr>
<tr>
<td>Transit District Governance</td>
<td>Fleet maintenance processes/practices</td>
</tr>
<tr>
<td></td>
<td>Obsolescence of ITS technology</td>
</tr>
</tbody>
</table>

### Opportunities

- Development of MST properties
- State bond dollars (Prop 1A – 1E)
- Public/private partnerships
- Changing habits—new customer types
- Traffic congestion
- Bus rapid transit (BRT) projects
- Mobility Management programs
- New Farebox smart card technology
- Accessible taxicab
- Establish new relationships with union
- Extended service area
- Untapped customer base
- Public/private partnerships
- Expanded service hours
- Expanded transit facilities
- New South County services
- Regional partnerships
- Mixed use developments
- Demand for trolley services
- Pending Fort Ord Developments
- Labor contract negotiations
- University/College Transit services
- Enhance safety culture

### Threats

- Weak economic conditions
- Unpredictable fuel cost
- Traffic Congestion
- Local development environment/regulations
- Unfunded mandates CARB/EPA/ADA
- Demographics; aging population and workforce
- FTA vehicle spare ratio rule
- Increased costs
- Anti earmark sentiments in Congress
- Urban zone agglomeration redesignation
- Former Ford Ord development
- State raids of transit funds
- Monterey Branch Line—light rail option
- Degradation of labor relations
- State financial condition
- Sprawling development
- Flu pandemic
- Potential labor work action
- CSUMB development concerns
- National Highway Trust Fund deficit
- Likely gridlock in Congress next two years
Monterey-Salinas Transit 2011 Strengths, Weaknesses, Opportunities and Threats
Emerging Issues for FY 2011/2012

1. MV Contract Renewal
2. Monterey Bay Operations and Maintenance Building Finance Plan
3. Monterey Bay Operations and Maintenance Building Construction Bid
4. Fremont/Lighthouse Bus Rapid Transit Construction
5. Design Del Monte Bus Rapid Transit Corridor
6. Implement South County Study Recommendations
7. Trolley Vehicle Refurbishment
8. AssetWorks Fleet Maintenance system upgrade
9. Replace/Upgrade TransitMaster ITS systems
10. MSTEA MOU negotiation
11. Develop adequate staffing and organizational structure for MST and RTA
12. Conduct and implement compensation survey
13. Implement midday service on Presidio
14. Implement CSUMB on-campus service
15. Implement Night-Owl services
16. Legal Services Request For Proposals
17. Evaluate transit insurance coverage options
18. Update email and document retention policy
Monterey-Salinas Transit Strategic Planning Update Workshop

Proposed Agenda

1. Review of Agenda (Sedoryk)

2. Purpose of the Workshop (Armenta/Sedoryk)

3. FY 2010/2011 Update (Sedoryk)

4. Senior Staff Updates (Sedoryk, Harvath, Hernandez, Weber, Halcon, Eccles, Williams)

5. Review of Emerging Issues (Sedoryk)

6. Receive Input and Direction from Board (All)

7. Discuss Next Steps (Sedoryk)

8. Closing Remarks from Board Members