# Table of Contents

A. Introduction ...................................................................................................................... 1

B. People ............................................................................................................................... 3
   a. MST Service and Passenger Profile - FY 2023/2024
      1. Service Area Profile ................................................................................................. 4
      2. Where We Go ........................................................................................................... 9
      3. Why We Ride ........................................................................................................... 10
      4. A Day Without Transit ............................................................................................ 11
   b. MST Fixed-Route Ridership
      1. MST Monthly Ridership ............................................................................................ 12
      2. Departures in Disadvantages Communities ............................................................. 13
      3. On-Time Passenger Departures ............................................................................. 14
      4. AM/PM Departures ................................................................................................. 15
      5. Arrivals and Departures by Jurisdiction ................................................................ 16
      6. MST Top 10 ............................................................................................................ 17
   c. MST RIDES ADA Paratransit Ridership
      1. RIDES Passenger Departures and Trip Purpose ..................................................... 18
      2. RIDES On-Time Passenger Trips ........................................................................... 19
   d. MST in the News
      a. Guest Column, TAMC Building Connections So That Communities Thrive and Grow, January 2024) ................................................................. 22
      b. Local agencies, school districts work to recruit more bus drivers, January 2024) ......................................................................................................................... 26
      c. MST board members try their hand at driving buses - the agency, after all, is hiring, January 2024) ........................................................................................................ 29
      d. Three years at the Weekly makes for a lot of highlights, January 2024, 34
      e. CA Mandating Zero Emissions, January 2024) .......................................................... 36
   2. MST Press Releases ........................................................................................................ 39

C. Planet .................................................................................................................................. 41
   a. Greenhouse Gas Emissions Reductions ........................................................................... 42
   b. Single Occupant Vehicle Trips Removed ...................................................................... 43
   c. Fleet Transition to Zero-Emissions ................................................................................ 44
   d. Fuel Conversion from Diesel to Renewable ................................................................ 45

D. Performance .......................................................................................................................... 47
   a. Operations Department
      1. Unusual Occurrences and Responses ...................................................................... 49
      2. Fixed Route Service Cancellations by Reason .......................................................... 50
      3. RIDES Service Cancellations by Reason ................................................................ 51
   b. Maintenance of Fleet and Facilities
1. Fixed Route Miles Between Preventable Collisions ......................... 52
2. Rides Miles Between Preventable Collisions .................................. 53
3. Preventable Collisions by Type ..................................................... 54
4. Non-Preventable Collisions by Type ............................................. 55
5. Fixed Route Miles Between Major Mechanical Road Calls .............. 56
6. Rides Miles Between Major Mechanical Road Calls ....................... 57
7. Bus Type by Fuel Source ............................................................. 58
8. Average Cost per Mile by Fuel Type ........................................... 59
9. Maintenance of Bus Stops and Facilities ..................................... 60

c. Finance Department

1. Cashflow Forecast ........................................................................ 61
2. Fixed-Route: Revenue & Expense ................................................. 62
3. Rides: Revenue & Expense .......................................................... 63
4. Fixed-Route Operating Cost/Revenue Per Passenger .................... 64
5. Rides Operating Cost/Revenue Per Passenger .............................. 65
6. Productivity by Line ..................................................................... 66
7. Fare Payment by Type ................................................................. 67
8. Awarded and Pending Grants ....................................................... 68
9. Active Capital and Operating Grants .......................................... 69
10. Open Positions ........................................................................... 70
A. Introduction

This Monthly Report is intended to share performance data to the MST Board of Directors, our customers, and stakeholders, information regarding the overall performance of transit operations using the model developed by the Harvard Business School known as the “Triple Bottom Line.” In this model, companies measure their performance in the areas of “People, Planet, and Profit.” Using this model as a guide, MST presents this Monthly Report measuring data under the categories of People, Planet, and Performance.

Under the category of “People,” we share MST’s Service and Passenger Profile, Ridership on both fixed-route services and RIDES, and MST in the news.

Under the category of “Planet,” we share our positive impact on our planet in terms of GHG reduced from MST riders, single occupant vehicles removed from roads and highways, fleet transition to zero-emissions progress, and fuel conversion from diesel to renewable biofuel.

Under the category of “Performance,” we have included data in the areas of operations, maintenance of fleet and facilities, and finance.

Fixed-Route Performance Summary:

<table>
<thead>
<tr>
<th>SERVICE DELIVERED</th>
<th>SERVICE QUALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>186,193</td>
</tr>
<tr>
<td>Passengers/Vehicle Revenue Hour</td>
<td>10.6</td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>294,427</td>
</tr>
<tr>
<td>One-Way Trips Operated</td>
<td>25,131</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SERVICE QUALITY</th>
<th>On-Time Passenger Departures</th>
<th>166,053</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent On-Time Departures</td>
<td>89%</td>
<td></td>
</tr>
<tr>
<td>On-Time Time Points</td>
<td>82,337</td>
<td></td>
</tr>
<tr>
<td>Delayed Time Points</td>
<td>93,183</td>
<td></td>
</tr>
</tbody>
</table>

Systemwide Service:

Boardings reported for the month of January show ridership to be 24.6% higher than in January of 2023, when 149,420 boardings were reported. Over that same timeframe, the amount of revenue hours operated increased by 1.6%, resulting in an 22.7% increase in productivity, from 8.7 Passengers Per Hour (PPH) last January to 10.6 PPH this January.

Seasonal Service:

No seasonal service was operated in January.

MST RIDES Performance Summary:

<table>
<thead>
<tr>
<th>SERVICE DELIVERED</th>
<th>SERVICE QUALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ridership</td>
<td>9,565</td>
</tr>
<tr>
<td>Passengers/Vehicle Revenue Hour</td>
<td>1.67</td>
</tr>
<tr>
<td>Revenue Miles</td>
<td>99,108</td>
</tr>
<tr>
<td>One-Way Trips Operated</td>
<td>8,089</td>
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</table>

<table>
<thead>
<tr>
<th>SERVICE QUALITY</th>
<th>On-Time Passenger Departures</th>
<th>7,175</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent On-Time Departures</td>
<td>88.7%</td>
<td></td>
</tr>
<tr>
<td>On-Time Time Points</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delayed Time Points</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B. People

a. MST Service and Passenger Profile - FY 2023/2024
b. MST Fixed-Route Ridership
c. MST RIDES ADA Paratransit Ridership
d. MST in the News
1. Service Area Profile

34 Transit lines
159 Square miles of service area

Within 15 minutes walking distance* of a transit line and bus stop, there are:

~391,300 People (Census 2020)
~118,500 People employed at jobs located outside the home
~1% Workers who take public transit to work

*Walking distance as measured in distance is .75 miles. Does not include Gilroy.

Data source: US Census and American Community Survey reported in Remix data layers (July 2023). Percentages add to over 100% due to multiple options available.
2. Where We Go

- Work/job
- School (K-12, College/Univ.)
- Visit friends/relatives
- Shopping
- Healthcare/Soc. Services
- Recreational/Other

2016, 2018, 2023
3. Why We Ride

Note: Multiple options available, numbers do not add to 100%.
4. A Day Without Transit
June 2023

- Drive Myself, 12.0%
- Taxi/Uber/Lift, 17.6%
- Walk/Bike/Scooter, 17.2%
- Driven by Friend/Family, 33.6%
- Would not Make Trip, 19.6%
- Would not Make Trip, 19.6%
2. Departures in Disadvantaged Communities

Based on CalEnviroScreen Percentiles; 0-30th = Least; 31st-70th = Moderate; 71st-100th = Most

CalEnviroScreen was designed to help CalEPA identify disadvantaged communities based on geographic, socioeconomic, public health, and environmental hazard criteria as required by SB 535. CalEnviroScreen percentiles are based on Pollution Score multiplied by Population Characteristics Score.

B. People

b. MST Fixed-Route Ridership

Page 13
4. AM/PM Departures

B. MST Fixed-Route Ridership
5. Arrivals and Departures by Jurisdiction

January 2024

B. People

P. Fixed-Route Ridership

Arrivals

Departures
6. MST Top 10
By Transit App Clicks – January 2024

<table>
<thead>
<tr>
<th>Line</th>
<th>Route Description</th>
<th>Rider Clicks</th>
<th>Rider Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>JAZZ B Aquarium / Sand City via Broadway</td>
<td>14,871</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>A</td>
<td>JAZZ A Aquarium / Sand City via Hilby</td>
<td>11,865</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>20</td>
<td>Monterey – Salinas</td>
<td>11,267</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>41</td>
<td>Salinas – Alisal – Northridge</td>
<td>5,100</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>23</td>
<td>Salinas – King City</td>
<td>4,825</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>18</td>
<td>Sand City – Marina via Monterey Road</td>
<td>3,925</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>5</td>
<td>Monterey – Carmel Rancho</td>
<td>2,531</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>17</td>
<td>Sand City – Marina via Gen Jim Moore</td>
<td>2,591</td>
<td>⭐⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>49</td>
<td>Salinas – Santa Rita via North Main</td>
<td>1,918</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
<tr>
<td>42</td>
<td>Salinas - Alisal</td>
<td>1,566</td>
<td>⭐⭐⭐⭐⭐</td>
</tr>
</tbody>
</table>
1. RIDES Passenger Departures and Trip Purpose

B. People

1. RIDES Passenger Departures and Trip Purpose

2. Rider Data Interpretation

C. MST RIDES ADA Paratransit Ridership

D. Dialysis

E. Employment

F. Education, Training, Day Care, Workshop, Meeting

G. Medical, Nutritional, Functional Assessments

H. Shopping

I. Personal, Recreational, Meeting, Workshop
2. RIDES On-Time Passenger Trips

- People
- MST RIDES ADA Paratransit Ridership

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<tbody>
<tr>
<td>Number of Trips</td>
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<td></td>
<td></td>
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</tbody>
</table>

- On Time
- 0-15 Minutes
- 15-30 Minutes
- 30-60 Minutes
- More than 60 minutes
B. People
d. MST in the News

1. MST in the News and Other Transit Stories

Published news stories include the following:

a. “Guest Column, TAMC Building Connections So That Communities Thrive and Grow.” (The King City Rustler, 1/4/2024).

b. “Local agencies, school districts work to recruit more bus drivers.” (KSBW 8, 1/9/2024).

c. “MST board members try their hand at driving buses – the agency, after all, is hiring.” (Monterey County Weekly, 1/18/2024).

d. "Three years at the Weekly makes for a lot of highlights." (Monterey County Weekly, 1/20/2024).

e. "With California mandating zero emissions, Bay Area agencies are split on hydrogen vs. electric." (TransitTalent, 2/13/24).
Guest Column | TAMC: Building Connections So That Communities Thrive and Grow

Transportation Agency for Monterey County (TAMC)

When asked why we do what we do, the answer is easy: we build connections so that communities thrive and grow. As the outgoing Chair of the Transportation Agency for Monterey County (TAMC) Board of Directors, I would like to share what the agency has accomplished this year and what we are working on to build connections so that we thrive and grow:

Measure X

Prior to Monterey County voters adopting the countywide local transportation sales tax, Measure X, in 2016, annual revenues were conservatively estimated to be $20 million per year. Actual revenues have been significantly higher.

This new revenue, along with Measure X program's existing fund balance, will allow Measure X projects to meet local match requirements and cover construction cost increases for the next five years. Since 60% of the Measure X funds are allocated to the cities and County, these increased revenues will primarily accrue to local road and street projects.

The Measure X Citizens Oversight Committee continues their important work to ensure that Measure X funds are spent as promised to the voters.

State Route 156/Castroville Boulevard Interchange

The state approved the Final Environmental Impact Report and an Addendum pursuant to the California Environmental Quality Act, or CEQA, for the State Route 156 Castroville Boulevard interchange project.

California Transportation Commission (CTC) approved a request for a 24-month time extension for the $20 million funding allocation for the construction of the project. TAMC requested the extension to allow time for PG&E to complete the engineering needed to relocate their utilities and Caltrans to finish the right-of-way certification before the construction contract is awarded.
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Fort Ord Regional Trail & Greenway: Canyon Del Rey

The state awarded an allocation of $9,181,000 for the construction of the Fort Ord Regional Trail and Greenway (FORTAG) Highway 218 (Canyon Del Rey) segment. Utility relocation work is currently underway, and construction is anticipated to begin in 2024.

Monterey County Rail Projects

The TAMC Board of Directors approved a 50/50 split of Senate Bill 125 transit and intercity rail and zero emission funding between bus and rail transit projects. The regional rail projects that would be funded are the Pajaro/Watsonville Multimodal Station project design; the Monterey County Rail Extension project construction, including Coast Rail Positive Train Control; and the King City Station construction.

The Board decision offered the rare opportunity to fund transformative investments that would bring long-term change for the region’s low-income communities and communities of color.

The CTC approved a time extension of 20 months for $12,573,000 of construction funds for the Salinas Layover Facility. The extension will allow time for TAMC to certify final design documents with Union Pacific Railroad and acquire access to the remaining land parcels located on Union Pacific property.
Imjin Road Widening & Roundabout Project

The Imjin Road Widening & Roundabout project, which is the second regional Measure X project to be constructed, is underway with fencing for habitat mitigation. The next phase of work will begin in January with tree trimming and removal work. For the most current information about the project, construction schedule, and travel impacts, visit the project website at imjinparkway.com.

US 101 South of Salinas

The US 101 South of Salinas project is in the Project Approval and Environmental Document phase. The Caltrans design team is developing conceptual plans for the project along 5.5 miles of US 101 from Airport Boulevard to Main Street in Chualar that will be used to define the project's environmental impacts. Once conceptual designs are completed, a series of community outreach engagements will occur next year to gather public input.

TAMC held a ribbon-cutting ceremony to celebrate the completion of the Spence Road Auxiliary Lane with U.S. Rep. Jimmy Panetta, who worked with U.S. Sen. Alex Padilla to secure a $1 million federal earmark for the project. The auxiliary lane provides space for trucks to safely accelerate from Spence Road onto US 101 and provides a deceleration lane for traffic exiting to Eckhardt Road. The auxiliary lane is an initial safety improvement in the US 101 South of Salinas project.

Safe Routes to Schools

The Salinas Valley Safe Routes to School Plan continues to identify barriers to safe access to all K-12 public schools in the Salinas Valley and recommend infrastructure and non-infrastructure improvements. Through the participatory budgeting process, Safe Routes to School Steering Committees, made up of community representatives in each city, helped develop a list of project safety improvements for their community to vote on.

TAMC installed 12 “traffic gardens” on school playgrounds throughout Monterey County and at San Antonio Park in King City. Traffic gardens are safe and fun spaces where children can learn the rules of the road and practice bicycling and driving skills in a safe environment. They feature small-sized streets with scaled-down traffic features to teach kids how to navigate streets and traffic.
Scenic Route 68

TAMC and Caltrans hosted an open house and three public hearings to share information and solicit public feedback on the Draft Environmental Document for the Scenic Route 68 Corridor Improvement project. Public comments can still be submitted to Caltrans by email at SR-68@dot.ca.gov through Jan. 8, 2024.

SURF! Busway and Bus Rapid Transit Project

Monterey-Salinas Transit (MST) has completed early planning and environmental review for the SURF! project. MST expects to complete the final design in the spring of 2024 and begin construction by the end of 2024. When completed, this regional project will serve as a vital transit link for the Monterey Peninsula and Salinas Valley.

Highway 1 Elkhorn Slough Resiliency Project

Assemblymember Dawn Addis and State Sen. John Laird secured $1 million in state funding for the Highway 1 Elkhorn Slough Resiliency project. The Highway 1 corridor through Elkhorn Slough presents significant challenges to the future of transportation in the Monterey Bay region under conditions of climate change and sea level rise.

TAMC will use this funding for planning activities to evaluate potential critical infrastructure updates to the transportation corridors, Highway 1, the parallel rail corridor, and the parallel county roads through the Elkhorn Slough in Moss Landing.

With the year’s end, I will hand the gavel over to Supervisor Chris Lopez, who is the incoming Chair of the Board of Directors, as we remain committed to building connections so that our communities thrive and grow.

Mike LeBarre, Mayor of King City, is the Outgoing Chair of the Transportation Agency for Monterey County Board of Directors.
Local agencies, school districts work to recruit more bus drivers

Monterey-Salinas Transit is trying to fill 19 positions.
SALINAS, Calif. — A nationwide shortage of bus drivers continues to be felt on the Central Coast, with public transit agencies and school districts pulling out the stops to try and recruit new drivers.

On Monday, Monterey-Salinas Transit held a field day at its Fort Ord training facility to give staff and board members an opportunity to see just how easy it can be to drive a 19-ton bus.

“And I got to say, look, if I can drive it, anyone could do a good job because they can do better than I can,” said MST board member and King City Mayor Mike LeBarre.

If driving a bus is easy, getting hired can be easier.

“We’ll give you everything you need to become a full-time bus driver, we’ll get you your class B license, we’ll pay you while you train and while you learn,” said MST general manager Carl Sedoryk.

And once you get hired, the agency offers incentives to get drivers to stay.

“And then you get a nice incentive bonus to complete the class, and then you get an immediate raise upon becoming full-time, and then there's guaranteed raises each year after that,” Sedoryk said.
Monterey-Salinas Transit is pulling out all the stops as it tries to fill 19 positions, offering a $28-an-hour starting wage, pension, health benefits and a $3,500 signing bonus.

All this as transit agencies and school districts deal with a nationwide shortage of bus drivers.

“It’s been a perennial problem. It’s gotten worse in the past couple of years,” said Jim Koenig, superintendent for the Alisal Union school district.

School districts on the central coast have begun offering paid training, signing bonuses, and even bonuses to those referring licensed drivers.

At the Alisal USD, bus drivers are offered full-time employment when such jobs are typically part-time, but an average of $20 an hour to drive a school bus is a turnoff for many.

“So it’s something that we’re going to have to deal with, in addition to providing training and training our own, we’re going to have to take a look at compensation and perhaps even bonuses,” Koenig said.
MST board members try their hand at driving buses – the agency, after all, is hiring.

David Schmaiz  Jan 18, 2024  0

MST trainer Daniel Merillana explains the steps to get the bus rolling to Soledad Mayor Anna Velazquez, chair of the MST board.
On a sunny Jan. 8, just after the clock strikes noon, a handful of Monterey-Salinas Transit board members arrive via shuttle to MST’s coach operator training course just north of the intersection of 7th Avenue and Gigling Road in Seaside.

The training course is a wide open, rectangular tarmac on the western side of the former Fort Ord, and there are a few MST employees already present. Several more disembark off the shuttle with the board members who signed up: Soledad Mayor Anna Velazquez, King City Mayor Mike LeBarre, Salinas City Councilmember Tony Barerra, Del Rey Oaks City Councilmember Kim Shirley and Marina City Councilmember Liesbeth Visscher.

MST General Manager Carl Sedoryk, who came with the board members, addresses them as they congregate on the edge of the tarmac in their neon-yellow MST-branded safety vests. Sedoryk says the first thing is to adjust the steering wheel to your liking, and after that, the mirrors.

MST is experiencing a shortage of drivers at the moment – there are currently 19 open positions – and the board members are there not to interview for a job, but to try their hand at driving an MST coach – aka bus – so they can better understand what it’s like to pilot in the easiest and safest of circumstances. There are no other vehicles, pedestrians or cyclists on the road, and no passengers aside from MST’s trainer Daniel Merillana, who guides them all through the steps to get the bus rolling and navigate the course – two wide turns, and a narrow lane of two rows of parallel cones, four on each side.
Once inside the cockpit – aka the bus driver's seat – of the coach, Merillana coaches the would-be coach operators on going from stopped to go: Put on your seatbelt, adjust your seat and mirrors if needed, release the parking brake and put it into drive with your foot on the brake. But here is why it feels so much different than driving a car: All the controls, outside of steering, braking and accelerating, are completely different. It's more like an airplane cockpit, as the dashboard is a panel of metal switches, and the parking brake is released by pulling up a knob by the driver's left elbow. And even though steering is still steering, the wheel is far more horizontal than that of a car, and turning the bus feels more akin to piloting a boat than an automobile.

That being said, the turning radius of the coach is impressive, and tighter than one might expect for such a giant vehicle.

Velazquez, the board chair, goes first. In the narrow lane of cones she knocks three out of place and knocks down one. When she gets off the bus, she's glowing from the ride.

“How many cones did I hit?” Upon being apprised, she says, “At first I was a little nervous because of the size of the bus, but it actually maneuvers pretty well.”

That did not prove to be true for Visscher, who knocked down nearly the entire right row.

While the driving is taking place, Mark Friddle, an MST bus driver for 23 years and now a trainer, is on the course resetting cones and providing damage assessments to the group after every turn.
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While the driving is taking place, Mark Friddle, an MST bus driver for 23 years and now a trainer, is on the course resetting cones and providing damage assessments to the group after every turn.

Everyone keeps hitting the last cone on the right, and LeBarre says of Friddle, “He put [the cones] way too close together.” (LeBarre hit the last cone on the right.) Sedoryk says the reason amateur drivers often hit that cone is because they’re focused on their left, not respecting the distance they need to keep on the right side – the bus is wider than a car.

The top performer on the board is Barerra, who only nudges the last right cone out of place. When he steps off the bus, he raises his fist in the air triumphantly, and says, “Salinas! Board member of the week!” Smiles abound.
Once MST hires a prospective coach operator, pay starts during training at $25.50 an hour, and rises to $26.85 an hour for those who already have a Class B license. Job offers occur on the spot if one passes a background check and onsite drug test.

Just be sure to follow Merillana’s pro-tip when you’re straightening up to enter the cones: Hug the left.

David Schmalz
Staff Writer

Follow David Schmalz
Three years at the Weekly makes for a lot of highlights.

Tajha Chappellet-Lanier  Jan 26, 2024  0 1 min to read

MST board members try their turn at the wheel of the bus driver training course. (So did Weekly staff writer David Schmalz and staff photographer Daniel Dreifuss.)

Daniel Dreifuss

Tajha Chappellet-Lanier here, thinking about one of my highlights from the paper this week: A feature story by my colleague David Schmalz about an outing of Monterey-Salinas Transit board members to the MST coach operator training course, where each member got to try his or her hand at driving a bus. It’s a story that exemplifies one of my favorite powers of journalism—the power to use words to bring people into the sights, sounds and sensations of a scene. These stories are always fun to read, and maybe even more fun to write.

I’m also thinking more broadly about my favorite Weekly stories over the past three years. What this paper offers is so diverse—ranging from in-depth feature stories and investigations on topics like water politics, forest management, local literature and school lunches (all just recently, by the way) to newsy blog posts sharing information about things like the start of this long-delayed crab season or the closure of a stalwart local restaurant or city councilmembers moving on to new things (and that’s just from this past week). There are so many highlights.
I’m thinking about all this because I am moving on to new adventures also. I don’t know exactly where these adventures will take me, but it begins with some travel—please feel free to share any recommendations you might have for Mexico City. (Those who have been following along closely may recognize this as the return of the pandemic-delayed travel plans I wrote about when I introduced myself in this newsletter in December 2020.)

Before I go I’d like to take a moment to say thank you—to my talented and dedicated colleagues, and also to you, the readers of Monterey County NOW and the Weekly, for sharing your stories, constructive criticism and occasional fact checking/copy editing skills with me. It has been a delight learning more about this place we call home with you.
With California mandating zero emissions, Bay Area agencies are split on hydrogen vs. electric

Santa Cruz Metro is betting it all on hydrogen—but will the technology catch up?

February 13, 2024

By Kristel Tjandra | The Mercury News

SAN FRANCISCO BAY AREA — In September, the governing board of Santa Cruz Metro made a big bet on the future of green public transit when it approved the purchase of 57 buses fueled by hydrogen — the largest order of hydrogen-fueled buses made so far in the U.S.

The brand-new vehicles, which could arrive as soon as the end of 2024, have water as their only tailpipe emissions. They will replace most of the authority’s aging buses, which run on compressed natural gas.

There’s just one problem: Most of the hydrogen that is currently available is produced from fossil fuels, and that causes more of the greenhouse gas emissions that hydrogen buses are supposed to reduce. Only when hydrogen can be made by using electricity generated from clean sources like solar and wind to split water into hydrogen and oxygen will the fuel be truly “green.” And that means Santa Cruz Metro is betting on technology that isn’t widely available yet.

“I have a total recognition that it is not perfect,” said Michael Tree, CEO of Santa Cruz Metro. “We took a little risk.”

By 2040, under rules laid down by the California Air Resources Board, transit agencies across the state must convert their entire fleets to buses with zero tailpipe emissions.

But across the Bay Area and the Central Coast, they are planning different routes to get there, with most investing more heavily in battery-electric buses than hydrogen.

San Francisco Muni, for example, currently runs more than 550 diesel-electric hybrid buses, almost 280 electric trolley buses running off overhead cables, and just 10 battery-electric vehicles. It plans to phase out the hybrids and replace them all with battery-electric and electric trolley buses.

But hydrogen buses have no place in Muni’s plans. Marin Transit, Sonoma County Transit, and the Napa Valley Transportation Authority are similarly planning to switch to entirely battery-electric fleets.
Other agencies are hedging their bets. The region’s other giant, AC Transit, which serves Alameda and Contra Costa counties, has 23 hydrogen buses and only seven battery-electric models. As it phases out its more than 550 diesel buses over the coming years, they will be replaced with a mixed fleet — with more than two hydrogen buses to each battery-powered bus. SamTrans, which serves San Mateo County, is similarly planning for a hydrogen-dominated mixed fleet.

So proportionately, Santa Cruz Metro stands out for going all-in on hydrogen. And by placing a big order for hydrogen buses now, it has made an early commitment to the technology.

“We tend to be very innovative and forward-thinking and be on the forefront. We are bold in our response because we see the immediacy of the problem,” said Shebreh Kalantari-Johnson, who chairs the Santa Cruz Metro Board.

According to Jack Brouwer, director of the National Fuel Cell Research Center and the Advanced Power and Energy Program at UC Irvine, deciding the right number and type of zero-emission buses depends on many factors, including the electrical grid infrastructure, the bus routes, and the road type.

Battery electric buses, for example, consume more power on hilly roads. Santa Cruz Metro was concerned about that with its current routes, even though San Francisco Muni saw no problem with battery-electric buses ascending the city’s peaks. “Our battery buses have been tested on steep hills and can handle any route that our hybrid buses would be assigned to,” Marley Miller, associate engineer with San Francisco Muni, wrote in an email.

Kalantari-Johnson sees other advantages to hydrogen buses. Each bus can be fueled in less than 15 minutes before it is ready for a 350-mile drive, while it can take up to eight hours to charge a battery for a much lower range of up to 200 miles. Hydrogen buses are also about 11,000 pounds lighter, which will be easier on Santa Cruz County’s roads.

But some experts are not still convinced by the plan, given that genuinely clean hydrogen fuel is not yet available.

“It’s putting the cart before the horse,” said Ray Minjares, heavy-duty vehicles program director with the International Council on Clean Transportation in San Francisco. “We will not decarbonize our transportation sector on the basis of fossil hydrogen,” he said.

Hydrogen buses have electric motors, powered by a fuel cell in which hydrogen combines with oxygen from the air to form water and generate electricity. Currently, buses like those operated by AC Transit depend on hydrogen fuel that is produced through a process called steam-methane reforming, where natural gas is turned into hydrogen and carbon dioxide in the presence of a catalyst and heat.

This fuel is dubbed “gray” hydrogen. According to a 2021 study, the carbon dioxide-equivalent greenhouse gas emissions from producing gray hydrogen are more than 25 percent higher than burning natural gas for heat.

Right now, Santa Cruz Metro has no hydrogen fueling stations and no access to genuinely green hydrogen. But on November 3, a public-private partnership called ARCHES, the
Alliance for Renewable Clean Hydrogen Energy System, received $1.2 billion from the Biden Administration to help build a clean hydrogen hub in California. The state government is providing another $2 billion and industry is supposed to invest around $9 billion.

Santa Cruz Metro is banking on this being a game-changer. “The word on the street was that ARCHES was gonna get funded,” said Tree of the board’s decision to place its big bet on hydrogen buses. Over the next eight years, the hub will invest in infrastructure including hydrogen production and liquefaction facilities, pipelines to distribute liquified hydrogen across the state, and fueling stations. Crucially, it aims to produce hydrogen by splitting water into hydrogen and oxygen, by a process called electrolysis, using renewable electricity from sources including solar, wind and biomass.

According to a February 2023 report from the International Council on Clean Transportation, buses fueled by gray hydrogen have more than twice the total emissions of battery-electric buses, given the current mix of fuels used to generate power. But a bus fueled by green hydrogen would have about half the total emissions of a typical battery-electric bus run on a mixed grid.

But if Santa Cruz Metro’s bet is to pay off, the cost of making green hydrogen will have to come down. Making gray hydrogen from methane costs about $2 per kilogram, or about 90 cents a pound. But the current cost of making green hydrogen by electrolysis is between $9 to $12 per kilogram ($4.10 to $5.40 per pound). And for green hydrogen buses to be as cost-efficient as battery-electric models, that would have to come down to around the same cost as making gray hydrogen.

Santa Cruz Metro currently has a $16 million operating budget, with about $4 million of this budget allocated for fueling costs, according to Tree. That isn’t sustainable in the long-term. “It would be tough long-term to be paying nine bucks a kilogram,” he said.

Tree is confident that the hydrogen hub investment will bring the cost down. But Mark Jacobson, an environmental engineer at Stanford University, believes that hydrogen buses will always struggle to compete, as storing electricity in a battery is inherently more energy-efficient.

“We’re going from electricity to producing hydrogen, to then returning the hydrogen back to electricity,” he said. “It’s not very efficient but you can certainly make it clean.”

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B. People
d. MST RIDES ADA Paratransit Ridership

2. MST Press Releases

- “MST Bus Service on Martin Luther King Jr. Day.” (1/9/2024)
- “Monterey-Salinas Transit (MST) Service Changes Go Into Effect Beginning Saturday, February 3rd.” (1/29/24)
C: Planet

a. Greenhouse Gas Emissions Reductions
b. Single Occupant Vehicle Trips Removed
c. Fleet Transition to Zero-Emissions
d. Fuel Conversion from Diesel to Renewable
C. Planet

Note: Transit riders reduce greenhouse gas (GHG) emissions by an average of .51 lbs of CO2 per passenger mile. This chart shows the positive impact MST passengers have in reducing GHG. Calculations are based on MST passenger miles and EPA's Greenhouse Gas Equivalencies Calculator.
b. Single Occupant Vehicle Trips Removed
C. Fleet Transition to Zero-Emissions

Completion Rollout Plan

21%
As Measured in Annual Acres of Forest Sequestered

d. Fuel Conversion from Diesel to Renewable
D. Performance

a. Operations Department
b. Maintenance of Fleet and Facilities
c. Finance Department
1. Unusual Occurrences and Responses

<table>
<thead>
<tr>
<th>Month</th>
<th>Police Response/Passenger Conflict</th>
<th>Fire/Medical Response</th>
<th>MST Response</th>
<th>Other</th>
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<td>Apr. 2023</td>
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<td>Jun. 2023</td>
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<td>2</td>
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<td>Oct. 2023</td>
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<td>Nov. 2023</td>
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<td>Jan. 2024</td>
<td>13</td>
<td>12</td>
<td>14</td>
<td>5</td>
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</table>

Note: The diagram shows the number of occurrences and responses for each category from January 2023 to December 2023.
D. Performance

2. Fixed Route Service Cancellations by Reason

- Service Delivered
- Accident (Non-MST)
- Road Closure/Construction
- Mechanical Failure
- Traffic
- Passenger Incident
- Road Closure/Construction
- Staff Shortage
- Traffic
- Accident (Non-MST)

Fixed Route Service Cancellations by Reason

- Jan. 2024
- Feb. 2024
- Mar. 2024
- Apr. 2024
- May 2024
- Jun. 2024
- Jul. 2024
- Aug. 2024
- Sep. 2024
- Oct. 2024
- Nov. 2024
- Dec. 2024

- Number of Service Cancellations
- Percentage of Service Delivered

- Page 50
D. Performance

a. Operations Department

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<td>91%</td>
<td>92%</td>
<td>93%</td>
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<td>97%</td>
<td>98%</td>
<td>99%</td>
<td>100%</td>
<td>96%</td>
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3. RIDES Service Cancellations by Reason

- Advanced Cancel
- Client Cancel at Door
- Late Cancel
- Modified Reservation
- No-Show - Could Not Locate
- Contractor Fault (Staff Shortage)
- Trip Correction

Number of Service Cancellations

- January 2023: 6
- February 2023: 7
- March 2023: 8
- April 2023: 9
- May 2023: 10
- June 2023: 11
- July 2023: 12
- August 2023: 13
- September 2023: 14
- October 2023: 15
- November 2023: 16
- December 2023: 17
- January 2024: 18

Page 51
Miles Between Preventable Collisions

2. RIDES
D. Performance

b. Maintenance of Fleet and Facilities

3. Preventable Collisions by Type

- MST Collision in Public
- Boarding / Alighting from Bus
- Damage to MST Property
- Tail Swing Collision
- MST Collision within Facilities
- Wheelchair / Mobility Devices Securement
- Mirror hits / swipes
- Other
D. Performance
b. Maintenance of Fleet and Facilities

4. Non-Preventable Collisions by Type

- MST Collision in Public
- MST Collision within Facilities
- Boarding / Alighting from Bus
- Wheelchair / Mobility Devices Securement
- Damage to MST Property
- Mirror hits / swipes
- Other

Chart showing non-preventable collisions by type from January 2023 to January 2024.
Miles Between Major Mechanical Road Calls

5. Fixed Route

D. Performance of Fleet and Facilities
Miles Between Major Mechanical Road Calls

D. Performance
b. Maintenance of Fleet and Facilities

MILES

10,000
20,000
30,000
40,000
50,000
60,000
70,000
80,000
90,000
100,000

Jan. 2023
Feb. 2023
Mar. 2023
Apr. 2023
May 2023
Jun. 2023
Jul. 2023
Aug. 2023
Sep. 2023
Oct. 2023
Nov. 2023
Dec. 2023
Jan. 2024

Goal
Minimum
D. Performance

b. Maintenance of Fleet and Facilities

- Heavy Duty - Biofuel: 55%
- Heavy Duty - Zero Emissions: 3%
- Mini Bus - Gasoline: 42%
b. Maintenance of Fleet and Facilities

8. Average Cost Per Mile by Fuel Type
9. Maintenance of Bus Stops and Facilities

b. Maintenance of Fleet and Facilities

Preventive Maintenance Bus Stops

Preventive Maintenance Jazz Line

Trash Removal Preventive Maintenance

Unscheduled Maintenance

Number of Work Orders Completed

Feb 2024
1. Cashflow Forecast
(13-month prior/current/forecast)
## 2. Fixed-Route: Revenue & Expense

**MONTEREY-SALINAS TRANSIT DISTRICT**

**Period:** 01/01/24..01/31/24

<table>
<thead>
<tr>
<th>Description</th>
<th>Cur Mo. Actual</th>
<th>Cur Mo. Budget</th>
<th>Cur Mo. Variance</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
<th>YTD Variance</th>
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<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
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<tr>
<td>Passenger Fares</td>
<td>143,715</td>
<td>180,680</td>
<td>(36,965)</td>
<td>1,248,715</td>
<td>1,264,760</td>
<td>(16,045)</td>
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<td>Special Transit</td>
<td>28,956</td>
<td>66,322</td>
<td>(37,366)</td>
<td>470,965</td>
<td>464,254</td>
<td>6,711</td>
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<td>127,490</td>
<td>84,249</td>
<td>43,241</td>
<td>1,395,183</td>
<td>589,743</td>
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<td>Cash Grants &amp; Reimbursement</td>
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<td>3,560,415</td>
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<td>25,252,301</td>
<td>24,922,905</td>
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<td><strong>Total Revenue</strong></td>
<td>3,860,576</td>
<td>3,891,666</td>
<td>(31,090)</td>
<td>27,241,662</td>
<td>1,125,502</td>
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<td><strong>Expenses</strong></td>
<td></td>
<td></td>
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<tr>
<td>Labor</td>
<td>1,431,703</td>
<td>1,566,754</td>
<td>(135,051)</td>
<td>9,995,260</td>
<td>10,967,278</td>
<td>(972,018)</td>
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<td>1 Benefits</td>
<td>1,240,216</td>
<td>1,129,198</td>
<td>111,018</td>
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<td>7,904,386</td>
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<td>3,619</td>
<td>17,425</td>
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<td>51,319</td>
<td>121,975</td>
<td>(70,656)</td>
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<td>Professional &amp; Technical</td>
<td>88,614</td>
<td>62,897</td>
<td>25,717</td>
<td>400,376</td>
<td>440,279</td>
<td>(39,903)</td>
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<td>Outside Services</td>
<td>40,948</td>
<td>55,000</td>
<td>(14,052)</td>
<td>362,322</td>
<td>385,000</td>
<td>(22,678)</td>
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<td>Outside Labor</td>
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<td>188,042</td>
<td>(59,567)</td>
<td>988,182</td>
<td>1,316,294</td>
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<td>Fuel &amp; Lubricants</td>
<td>198,683</td>
<td>264,266</td>
<td>(65,583)</td>
<td>1,552,620</td>
<td>1,849,862</td>
<td>(297,242)</td>
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<td>Supplies</td>
<td>48,380</td>
<td>105,131</td>
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<td>363,827</td>
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<td>(372,090)</td>
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<td>Utilities</td>
<td>81,451</td>
<td>74,038</td>
<td>7,413</td>
<td>480,704</td>
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<td>117,150</td>
<td>122,041</td>
<td>(4,891)</td>
<td>850,476</td>
<td>854,287</td>
<td>(3,811)</td>
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<td>27,264</td>
<td>21,120</td>
<td>6,144</td>
<td>106,672</td>
<td>147,840</td>
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<td>Purchased Transportation</td>
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<td>3,364,088</td>
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<td>Pass Thru/Behalf of Others</td>
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<td>3 Interest Expense</td>
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<td>27,164</td>
<td>88,755</td>
<td>64,169</td>
<td>24,586</td>
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<tr>
<td>4 Leases &amp; Rentals</td>
<td>91,521</td>
<td>46,333</td>
<td>45,188</td>
<td>382,703</td>
<td>324,331</td>
<td>58,372</td>
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<td>4,245,527</td>
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The following fixed-route expenses have negative variances of greater than 5% and have a monetary value greater than $10,000:

1. **Benefits** - This 9.8% negative variance for the month of January can primarily be attributed to the timing of the two holidays in the month of January. MST’s holiday benefits are budgeted evenly over the 12 months, which often cause negative variances in months where there are holidays. During these months, a higher than average holiday expense will result. For the fiscal year, this overall category was 6.3% below budget.

2. **Professional & Technical** - This 40.9% negative variance for the month is due to the 75% progress billing payment for the fiscal year 2023 auditing services paid to Eide Bailly. For the fiscal year, this overall category was 9.1% below budget.

3. **Interest Expense** - This 296.3% negative variance was the result of timing in accordance with a federal (TIFIA) loan interest payment terms. These interest payments are made during the months of January and July. For the fiscal year, this category was 38.3% below budget.

4. **Leases & Rentals** - For January, there was a 97.5% negative variance due to a catch up payment required for MST lease No. DACA05-1-23-0506 that extended the lease with the Army at Joe Lloyd Way in the former Fort Ord. This catch up payment is a onetime occurrence, however, due to the lease terms we expect this category to remain negative for the remainder of the fiscal year.
D. Performance  
c. Finance Department  

3. RIDES: Revenue & Expense  
MONTEREY-SALINAS TRANSIT DISTRICT  
Period: 01/01/24..01/31/24  

Fiscal Start Date: 07/01/23  
G/L Budget Filter: FY24, Fund Filter: 002  
All amounts are in USD.

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<th>Description</th>
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<th>Cur Mo. Budget</th>
<th>Cur Mo. Variance</th>
<th>YTD Actual</th>
<th>YTD Budget</th>
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<tr>
<td>Passenger Fares</td>
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<td>15,000</td>
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<td>24,601</td>
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<td><strong>Total Revenue</strong></td>
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<tr>
<td>Labor</td>
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</tr>
<tr>
<td>Outside Labor</td>
<td>20</td>
<td>6,500</td>
<td>-6,380</td>
<td>140</td>
<td>45,500</td>
<td>-45,360</td>
</tr>
<tr>
<td>Fuel &amp; Lubricants</td>
<td>34,645</td>
<td>66,667</td>
<td>-32,022</td>
<td>404,456</td>
<td>466,669</td>
<td>-62,213</td>
</tr>
<tr>
<td>Supplies</td>
<td>804</td>
<td>1,713</td>
<td>-909</td>
<td>5,281</td>
<td>11,991</td>
<td>-6,710</td>
</tr>
<tr>
<td>Vehicle Maintenance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Marketing Supplies</td>
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<td>167</td>
<td>-167</td>
<td>0</td>
<td>1,169</td>
<td>-1,169</td>
</tr>
<tr>
<td>Utilities</td>
<td>25</td>
<td>120</td>
<td>-95</td>
<td>410</td>
<td>840</td>
<td>-430</td>
</tr>
<tr>
<td>Insurance</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Taxes</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Purchased Transportation</td>
<td>443,835</td>
<td>479,584</td>
<td>-35,749</td>
<td>2,861,828</td>
<td>3,357,088</td>
<td>-495,260</td>
</tr>
<tr>
<td>Miscellaneous Expenses</td>
<td>18,417</td>
<td>18,834</td>
<td>-417</td>
<td>131,997</td>
<td>131,838</td>
<td>159</td>
</tr>
<tr>
<td>Interfund transfers</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Pass Thru/Behalf of Others</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Interest Expense</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Leases &amp; Rentals</td>
<td>698</td>
<td>0</td>
<td>698</td>
<td>1,396</td>
<td>0</td>
<td>1,396</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>506,485</td>
<td>592,056</td>
<td>-85,571</td>
<td>3,497,595</td>
<td>4,144,392</td>
<td>(646,797)</td>
</tr>
<tr>
<td><strong>Operating Surplus (Deficit)</strong></td>
<td>86,895</td>
<td>5,997</td>
<td>80,898</td>
<td>689,068</td>
<td>41,979</td>
<td>647,089</td>
</tr>
</tbody>
</table>

The following RIDES expenses have negative variances of greater than 5% and have a monetary value greater than $10,000: None for the month of January.
D. Performance

c. Finance Department

- Cost Per Passenger
- Subsidy Per Passenger
- Fare Revenue per Passenger
- Fare Recovery Percent
- Fare Recovery Goal

Yearly Breakdown:

- Jan. 2023
- Feb. 2023
- Mar. 2023
- Apr. 2023
- May 2023
- Jun. 2023
- Jul. 2023
- Aug. 2023
- Sep. 2023
- Oct. 2023
- Nov. 2023
- Dec. 2023
- Jan. 2024
- Feb. 2024

Graphical Representation:

- Y-axis: Percentage
- X-axis: Months
- Color Coding:
  - Orange: Cost Per Passenger
  - Blue: Subsidy Per Passenger
  - Green: Fare Revenue per Passenger
  - Red: Fare Recovery Percent
- Notes:
  - Fare Recovery Goal
  - Fare Recovery Percent

Page 64
D. Performance
C. Finance Department
5. RIDES Operating Cost / Revenue Per Passenger

Fare Recovery Goal = 10%
# 6. Productivity by Line

(Passengers/Hour)

January 2024

<table>
<thead>
<tr>
<th>Route Description</th>
<th>Productivity (Passengers/Hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jazz B Aquarium-Sand City via Broadway</td>
<td>18.5</td>
</tr>
<tr>
<td>20 Monterey-Salinas</td>
<td>16.8</td>
</tr>
<tr>
<td>41 Salinas - Alisal - Northridge</td>
<td>16.8</td>
</tr>
<tr>
<td>25 CSUMB-Salinas</td>
<td>16.5</td>
</tr>
<tr>
<td>49 Salinas - Santa Rita via North Main</td>
<td>15.3</td>
</tr>
<tr>
<td>Jazz A Aquarium-Sand City via Hilby</td>
<td>14.3</td>
</tr>
<tr>
<td>5 Monterey-Carmel Rancho</td>
<td>13.8</td>
</tr>
<tr>
<td>42 Salinas - Alisal</td>
<td>12.5</td>
</tr>
<tr>
<td>23 Salinas-King City</td>
<td>11.9</td>
</tr>
<tr>
<td>44 Salinas - Westridge</td>
<td>10.7</td>
</tr>
<tr>
<td>28 Watsonville via Castroville</td>
<td>10.3</td>
</tr>
<tr>
<td>48 Salinas - Northridge via North Main</td>
<td>9.4</td>
</tr>
<tr>
<td>29 Watsonville via Prunedale</td>
<td>9.0</td>
</tr>
<tr>
<td>1 Monterey - PG via Asilomar</td>
<td>9.0</td>
</tr>
<tr>
<td>43 Salinas - South Main via SVMH</td>
<td>8.6</td>
</tr>
<tr>
<td>2 Monterey - PG via David Avenue</td>
<td>8.3</td>
</tr>
<tr>
<td>17 Sand City-Marina via Gen Jim Moore</td>
<td>8.2</td>
</tr>
<tr>
<td>45 Salinas - East Market/Creekbridge</td>
<td>8.1</td>
</tr>
<tr>
<td>18 Sand City-Marina via Monterey Road</td>
<td>7.2</td>
</tr>
<tr>
<td>23X Salinas-King City Express</td>
<td>7.1</td>
</tr>
<tr>
<td>46 Salinas - Natividad</td>
<td>6.4</td>
</tr>
<tr>
<td>Del Rey Oaks Shuttle</td>
<td>6.4</td>
</tr>
<tr>
<td>24 Crossroads Carmel-Carmel Valley</td>
<td>5.3</td>
</tr>
<tr>
<td>59 Salinas - Gilroy</td>
<td>5.3</td>
</tr>
<tr>
<td>94 Carmel-Sand City</td>
<td>4.4</td>
</tr>
<tr>
<td>61 Salinas-VA-DOD Clinic</td>
<td>4.4</td>
</tr>
<tr>
<td>8 Monterey-CHOMP</td>
<td>3.8</td>
</tr>
<tr>
<td>84 King City-Paso Robles</td>
<td>3.3</td>
</tr>
<tr>
<td>91 Monterey-Pacific Meadows</td>
<td>3.2</td>
</tr>
<tr>
<td>7 Monterey-Ryan Ranch</td>
<td>3.1</td>
</tr>
<tr>
<td>96 Salinas-Airport Business Center</td>
<td>3.1</td>
</tr>
<tr>
<td>95 Williams Ranch-Northridge</td>
<td>2.9</td>
</tr>
<tr>
<td>34 King City</td>
<td>2.3</td>
</tr>
</tbody>
</table>
D. Performance
  c. Finance Department

Excludes College EcoSmart Pass Program
8. Awarded and Pending Grants
Quarterly Report as of December 31, 2023

Awarded Grants
- Federal: $29,344,344
- State: $48,678,295
- Local: $39,409,012

Pending Award
- Federal: $5,588,184
- State: $2,162,919
D. Performance

c. Finance Department

9. Active Capital and Operating Grants
Quarterly Report as of December 31, 2023

Active Operating Grants
- Federal: $30,930,879
- State: $10,876,602
- Local: $19,297,686

Active Capital Grants
- Federal: $37,801,694
- State: $10,046,658
- Local: $8,478,133
D. Performance

c. Finance Department

10. Open Positions

- Bus Drivers
- Mechanics
- Maintenance Support
- Administration
- Operations Support

Jan. 2023
Feb. 2023
Mar. 2023
Apr. 2023
May 2023
Jun. 2023
Jul. 2023
Aug. 2023
Sept. 2023
Oct. 2023
Nov. 2023
Dec. 2023
Jan. 2024