



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
BOARD OF DIRECTORS AGENDA
REGULAR MEETING
JANUARY 26, 2018 – 9:00 AM
METRO ADMIN OFFICES
110 VERNON STREET, SANTA CRUZ, CA**

MISSION STATEMENT: “To provide a public transportation service that enhances personal mobility and creates a sustainable transportation option in Santa Cruz County through a cost-effective, reliable, accessible, safe, clean and courteous transit service.”

The Board Meeting Agenda Packet can be found online at www.SCMTD.com and is available for inspection at METRO’s Administrative offices at 110 Vernon Street, Santa Cruz, California.

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BOARD ROSTER

Director Ed Bottorff	City of Capitola
Director Cynthia Chase	City of Santa Cruz
Director Jimmy Dutra	City of Watsonville
Director Norm Hagen	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Donna Lind	City of Scotts Valley
Director Cynthia Mathews	City of Santa Cruz
Director Bruce McPherson	County of Santa Cruz
Director Oscar Rios	City of Watsonville
Director Dan Rothwell	County of Santa Cruz
Director Mike Rotkin	County of Santa Cruz
Vacant Ex-Officio Director	UC Santa Cruz
Ex-Officio Director Liber McKee	Cabrillo College
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

TITLE 6 - INTERPRETATION SERVICES / TÍTULO 6 - SERVICIOS DE TRADUCCIÓN

Spanish language interpretation and Spanish language copies of the agenda packet are available on an as-needed basis. Please make advance arrangements with the Executive Assistant at 831-426-6080. Interpretación en español y traducciones en español del paquete de la agenda están disponibles sobre una base como-necesaria. Por favor, hacer arreglos por adelantado con Coordinador de Servicios Administrativos al numero 831-426-6080.

AMERICANS WITH DISABILITIES ACT

The Board of Directors meets in an accessible facility. Any person who requires an accommodation or an auxiliary aid or service to participate in the meeting, or to access the

agenda and the agenda packet (including a Spanish language copy of the agenda packet), should contact the Executive Assistant, at 831-426-6080 as soon as possible in advance of the Board of Directors meeting. Hearing impaired individuals should call 711 for assistance in contacting Santa Cruz METRO regarding special requirements to participate in the Board meeting. For information regarding this agenda or interpretation services, please call Santa Cruz METRO at 831-426-6080.

SECTION I: OPEN SESSION

NOTE: THE BOARD CHAIR MAY TAKE ITEMS OUT OF ORDER

1 CALL TO ORDER

2 SWEAR IN NEW DIRECTORS

3 ROLL CALL

4 ANNOUNCEMENTS

- 4-1. Spanish language interpretation will be available during "Oral Communications" and for any other agenda item for which these services are needed.
- 4-2. Today's meeting is being broadcast by Community Television of Santa Cruz County.

5 YOUTH ART POSTER CONTEST WINNERS

Jimmy Dutra, Board Chair and April Warnock, Paratransit Superintendent

6 BOARD OF DIRECTORS COMMENTS

7 COMMUNICATIONS TO THE BOARD OF DIRECTORS

This time is set aside for Directors and members of the general public to address any item not on the Agenda which is within the subject matter jurisdiction of the Board. No action or discussion shall be taken on any item presented except that any Director may respond to statements made or questions asked, or may ask questions for clarification. All matters of an administrative nature will be referred to staff. All matters relating to Santa Cruz METRO will be noted in the minutes and may be scheduled for discussion at a future meeting or referred to staff for clarification and report. Any Director may place matters brought up under Communications to the Board of Directors on a future agenda. In accordance with District Resolution 611-2-1, speakers appearing at a Board meeting shall be limited to three minutes in his or her presentation. Any person addressing the Board may submit written statements, petitions or other documents to complement his or her presentation. When addressing the Board, the individual may, but is not required to, provide his/her name and address in an audible tone for the record.

- R. Gubash, DRC Director, UCSC, Request to Board of Transportation: Relax dog exclusion policy to allow emotional support animals (ESA) to ride transit buses
- J. Stephens: Online comment re Articulated Bus

8 WRITTEN COMMUNICATIONS FROM MAC (if applicable)

9 LABOR ORGANIZATION COMMUNICATIONS

10 ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

CONSENT AGENDA

All items appearing on the Consent Agenda are recommended actions which are considered to be routine and will be acted upon as one motion. All items removed will be considered later in the agenda. The Board Chair will allow public input prior to the approval of the Consent Agenda items.

11-01 APPROVE: RECOMMENDED ACTION ON TORT CLAIMS

Alex Clifford, CEO/General Manager

11-02 ACCEPT AND FILE: PRELIMINARY APPROVED CHECK JOURNAL DETAIL FOR THE MONTHS OF NOVEMBER AND DECEMBER 2017

Angela Aitken, Finance Manager

11-03 ACCEPT AND FILE: MINUTES OF THE SANTA CRUZ METRO BOARD OF DIRECTORS MEETING OF NOVEMBER 17, 2017

Alex Clifford, CEO/General Manager

11-04 ACCEPT AND FILE: MINUTES OF THE SANTA CRUZ METRO FINANCE, BUDGET AND AUDIT STANDING COMMITTEE MEETING OF JANUARY 5, 2018

Alex Clifford, CEO/General Manager

*** 11-05 ACCEPT AND FILE: MINUTES OF THE SANTA CRUZ METRO PERSONNEL/HR STANDING COMMITTEE MEETING OF JANUARY 16, 2018**

Alex Clifford, CEO/General Manager

11-06 ACCEPT AND FILE: MINUTES FOR THE METRO ADVISORY COMMITTEE (MAC) MEETING OF AUGUST 16, 2017

Alex Clifford, CEO/General Manager

11-07 ACCEPT AND FILE: QUARTERLY PROCUREMENT REPORT FOR 3RD QUARTER OF FY18

Erron Alvey, Purchasing Manager

11-08 ACCEPT AND FILE: QUARTERLY ELECTRIC BUS PURCHASE REPORT FOR 3RD QUARTER OF FY18

Erron Alvey, Purchasing Manager

11-09 APPROVE: CONSIDERATION OF AWARD OF CONTRACT TO ELERT & ASSOCIATES FOR CONSULTANT SERVICES TO DEVELOP SPECIFICATIONS FOR METRO'S VIDEO SURVEILLANCE SYSTEM NOT TO EXCEED \$ 20,300

Isaac Holly, IT Manager

11-10 APPROVE: CONSIDERATION OF AWARD OF CONTRACT TO CASEY PRINTING, INC. FOR PRINTING OF HEADWAYS BUS RIDER'S GUIDE NOT TO EXCEED \$235,783

Barrow Emerson, Planning and Development Manager

- 11-11 APPROVE: A SEMI-ANNUAL REPORT ON THE STATUS OF METRO'S DISADVANTAGED BUSINESS ENTERPRISE PROGRAM**
Angela Aitken, DBE Liaison Officer, Finance Manager
- 11-12 APPROVE: APPROVAL OF SEIU MECHANIC SERIES WAGE SURVEY RESULTS**
Jolene Church, Human Resources Manager
- 11-13 APPROVE: CONSIDERATION OF AUTHORIZING THE CEO TO EXECUTE A 5th AMENDMENT EXTENDING THE CONTRACT WITH KIMBALL MIDWEST FOR FASTENERS, ELECTRICAL TERMINALS & MISCELLANEOUS ITEMS**
Eddie Benson, Maintenance Manager
- 11-14 APPROVE: CONSIDERATION OF AWARD OF CONTRACT TO TECHNOLOGY INTERNATIONAL, INC. FOR PURCHASE AND DELIVERY OF ONE (1) TOW TRACTOR NOT TO EXCEED \$53,415**
Eddie Benson, Maintenance Manager
- 11-15 APPROVE: CONSIDERATION OF AWARD OF CONTRACT TO COASTAL LANDSCAPING, INC. FOR LANDSCAPING MAINTENANCE SERVICES NOT TO EXCEED \$ 186,040**
Eddie Benson, Maintenance Manager

REGULAR AGENDA

- 12 PRESENTATION OF EMPLOYEE LONGEVITY AWARDS FOR JUAN FLORES, MICHAEL MILLER AND PETE LEGORRETA**
Jimmy Dutra, Board Chair
- 13 RESOLUTION OF APPRECIATION, RETIREE: ARLAN COLWELL**
Jimmy Dutra, Board Chair
- 14 STATE OF DOWNTOWN SANTA CRUZ PRESENTATION**
Martin Bernal, City Manager for the City of Santa Cruz
- 15 ACCEPT AND FILE: THE YEAR TO DATE MONTHLY FINANCIAL REPORT AS OF SEPTEMBER 30, 2017**
Angela Aitken, Finance Manager
- 16 ACCEPT AND FILE: THE YEAR TO DATE MONTHLY FINANCIAL REPORT AS OF OCTOBER 31, 2017**
Angela Aitken, Finance Manager
- 17 ACCEPTANCE OF FINANCIAL STATEMENTS WITH INDEPENDENT AUDITOR'S REPORT FOR THE YEAR ENDED JUNE 30, 2017**
Angela Aitken, Finance Manager

- 18 APPROVE THE PROPOSED REVISED JOB DESCRIPTION FOR THE ASSISTANT HUMAN RESOURCES MANAGER**
Jolene Church, Human Resources Manager
- 19 APPROVE: REVISED JOB DESCRIPTION FOR THE SAFETY, SECURITY AND RISK MANAGER**
Jolene Church, Human Resources Manager
- 20 APPROVAL OF THE FINAL CPS HR CONSULTING MANAGEMENT CLASSIFICATION STUDY AND COMPENSATION STUDY STRATEGY**
Jolene Church, Human Resources Manager
- 21 APPROVE: ESTABLISHMENT OF PASSENGER CODE OF CONDUCT AND SERVICE SUSPENSION/EXCLUSION POLICIES FOR FIXED ROUTE SERVICES, TRANSIT FACILITIES AND PARACRUZ**
Alex Clifford, CEO/General Manager
- 22 UNIFIED CORRIDOR INVESTMENT STUDY ORAL REPORT**
Barrow Emerson, Planning and Development Manager
- 23 APPROVE: REQUEST THE BOARD OF DIRECTORS DIRECT STAFF TO INITIATE A FARE RESTRUCTURING ANALYSIS PROCESS**
Barrow Emerson, Planning and Development Manager
- 24 APPROVE: RECOMMENDATION TO APPROVE REVISIONS TO THE BYLAWS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT'S BOARD OF DIRECTORS**
Alex Clifford, CEO/General Manager
- 25 BOARD WORK SESSION**
Alex Clifford, CEO/General Manager & Norm Hagen, Director
- 26 ACCEPT AND FILE THE CEO'S LETTER TO THE CALIFORNIA AIR RESOURCES BOARD (CARB)**
Alex Clifford, CEO/General Manager
- 27 CY18 STATE AND FEDERAL LEGISLATIVE AGENDA**
Alex Clifford, CEO/General Manager
- 28 APPROVE: CONSIDERATION OF NOMINATING DIRECTORS TO SERVE AS BOARD OFFICERS, NOMINATING DIRECTORS TO CONFIRM POSITIONS ON VARIOUS BOARD COMMITTEES, NOMINATE DIRECTORS TO FILL ONE (1) EXPIRED POSITION ON THE SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (SCCIC) AND NOMINATING REPRESENTATIVES AND ALTERNATES TO THE SANTA CRUZ COUNTY REGIONAL TRANSPORTATION COMMISSION (SCCRTC)**
Jimmy Dutra, Board Chair

- 29 CONSIDERATION OF APPOINTMENT OF KEVIN ANDREWS AND REAPPOINTMENT OF VERONICA ELSEA TO THE METRO ADVISORY COMMITTEE (MAC) FOR FOUR-YEAR TERMS ENDING DECEMBER 31, 2021; CONSIDERATION TO EXTEND THE NOMINATION PERIOD UNTIL VACANT SEAT IS FILLED; AND, CONSIDERATION OF APPROVAL OF REVISED MAC BYLAWS**

Alex Clifford, CEO/General Manager

- 30 CONSIDERATION OF REVISING THE SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (SCCIC) BYLAWS TO CHANGE THE ANNUAL MEETING DATE AND APPOINTING ONE (1) DIRECTOR TO SERVE AS SCCIC BOARD MEMBER**

Alex Clifford, CEO/General Manager

- 31 CEO ORAL REPORT**

Alex Clifford, CEO/General Manager

- 32 REVIEW OF ITEMS TO BE DISCUSSED IN CLOSED SESSION**

Alex Clifford, CEO/General Manager

- 33 ANNOUNCEMENT OF NEXT MEETING: FRIDAY, FEBRUARY 23, 2018 AT 9:00 AM, AT THE WATSONVILLE CITY COUNCIL CHAMBERS, 275 MAIN STREET, WATSONVILLE, CA**

Jimmy Dutra, Board Chair

- 34 RECESS TO CLOSED SESSION**

SECTION II: CLOSED SESSION

- 35 PUBLIC EMPLOYEE PERFORMANCE EVALUATION PURSUANT TO GOVERNMENT CODE SECTION 54957(B)(1)**

Agency Designated Representative:
Title/Unrepresented Employee:

Alex Clifford, CEO/General Manager Julie
Sherman, Contract General Counsel

SECTION III: RECONVENE TO OPEN SESSION

- 36 REPORT OF CLOSED SESSION ITEMS**

Alex Clifford, CEO/General Manager

- 37 ADJOURNMENT**

Jimmy Dutra, Board Chair

COMMUNICATIONS TO THE BOARD OF DIRECTORS

Request to Board of Transportation: Relax dog exclusion policy to allow emotional support animals (ESA) to ride transit buses.

Dear Santa Cruz Metro:

Please consider applying the Department of Transportation (DOT) and ADA guidance below for students with Emotional Support Animals. Although the law does not require transportation authorities like yourself to allow dogs who are not service animals, it does not prohibit authorities from allowing ESA dogs on the bus. I request that the transit board establish new guidance for drivers to extend privileges to partners of emotional support animals. The rationale is below.

Here is information from the DOT FAQ (<https://www.transit.dot.gov/regulations-and-guidance/civil-rights-ada/frequently-asked-questions>):

Are transit providers required to allow a passenger to travel with a comfort animal?

No. Under Department of Transportation (DOT) Americans with Disabilities Act (ADA) regulations at 49 C.F.R. Section 37.167(d), transit entities are only required to allow service animals to accompany individuals with disabilities in vehicles and facilities. DOT ADA regulations at 49 C.F.R. Section 37.3 define a service animal as an animal "individually trained to work or perform tasks for an individual with a disability." If an animal's only function is to provide emotional support or comfort for the rider, that animal would not fall under the regulatory training-based definition of a service animal. Simply providing comfort is something that animal does passively, by its nature or through the perception of the owner. However, the ADA does not prohibit a transit agency from choosing to accommodate pets and comfort animals, which would be a local decision.

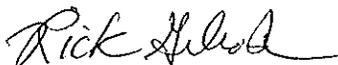
Rationale:

Emotional support animals are allowed in housing under the Fair Housing Act and California FEHA. This clearly does not apply to transit. However, this becomes an issue of equity that arises from situations whereby students require an ESA to manage living and functioning with psychological disabilities such as Post Traumatic Stress Disorder and other anxiety related conditions. Students with limited financial means should have the same access to public resources as students who have access to private transportation. Current scenario: students from well-resourced backgrounds have access to private vehicles. Students, who are less resources, and often subject to more PTSD and anxiety, often have no way to pay for a car, insurance, maintenance and high parking fees for having a car on campus. This latter group really requires access exceptions to the transit resources.

These riders need access to take their dogs to the dog park, to take any animal to the veterinarian or groomer. Without this access, students with emotional support animals will meet impassable barriers to access. It is my recommendation that ESA partners be allowed to bring their animal to appointments with the vet or to dog parks for exercise.

Please consider this request for your next board meeting.

Sincerely,



11-14-17

Rick Gubash

DRC Director, UC Santa Cruz

COMMUNICATIONS TO THE BOARD OF DIRECTORS

Josh Stephens

Those new articulated buses are a godsend

Thank you for putting those into service this year. Looking forward to seeing these on more routes hopefully down the line.

Saturday, June 13, 2018 · Sent from Web

COMMUNICATIONS TO THE BOARD OF DIRECTORS

From: [Trinidad, Deanna](#)
To: [Gina Pye](#)
Cc: [Cayla Hill](#)
Subject: public comment for 1/26/18 BOD meeting
Date: Tuesday, January 23, 2018 12:18:29 PM
Importance: High

*******To be read at the 1/26/2018 BOD Meeting*******

Dear Ms. Pye,

I obtained your contact information from Metro Planning Analyst, Cayla Hill. I previously corresponded with Ms. Hill regarding the growing problem of Metro bus passengers' discourteous behavior. Last November, she informed me that the Board was considering creating some sort of Passenger Code of Conduct. I expressed a desire to submit suggestions regarding this Code of Conduct, but there was no way to do so. She informed me that I could attend the Board Meeting in January when the Code of Conduct was going to be discussed, but like most people who commute over the hill, I am not available on Friday mornings for these Metro Board meetings. The compromise was that she gave me your email address, so I could email you a copy of my public comment after a review of this proposed Code of Conduct, which became available yesterday. It is my understanding that this letter will be read during the meeting.

All in all, I must say I am elated that Santa Cruz Metro has taken this step toward improvement. Thank you!

Personally, I am only concerned with the HW17 Express buses because I have commuted on those buses every weekday since 2013. The HW17 Express buses are different from your usual fixed-route buses because a driver cannot simply pull over to address a passenger-related issue once the driver has navigated onto HW17, a very dangerous road, even in perfect conditions. There is also no security personnel at Scotts Valley (that I have ever seen), and I believe it would be extremely difficult to obtain the assistance of a road supervisor anywhere between the Cavallaro Transit Center in Scotts Valley and Diridon Station in San Jose.

This brings me to my first point. As I understand it, the new rules address passenger behavior ranging from simple discourtesy to serious illegal conduct. My comments only concern simple discourtesy.

My main concern with the proposed Code of Conduct (as outlined in pages 497 to 516 of the Board's Agenda) is that the summary states, bus operators "are trained in conflict avoidance and conflict de-escalation," and "operators will have no new duties under the proposed policies." There are a number of new bus rules that I am very happy to see, especially those concerning blocking seats and disorderly conduct. I am worried, however, that bus operators are not going to enforce these rules. Currently, there are audio announcements on the buses about being "courteous" to other passengers by limiting cell phone use and not putting your bags on additional seats, but I have never seen or heard a bus driver chastise a passenger for violating these rules. I have asked people to move their luggage from seats and had them refuse my request. I have requested that people wrap up very long (and loud) phone conversations. I have seen other

COMMUNICATIONS TO THE BOARD OF DIRECTORS

passengers do the same, and in response, the offending passenger is usually extremely rude or simply continues with their bad behavior. It seems to me that a bus driver should speak up in these situations, in essence, giving credence to those of us who have enough courage to ask others to follow the rules just so we all can have a pleasant commute. If bus drivers are not going to have any additional duties and are trained to avoid conflict, how exactly are these courtesy rules going to be enforced?

One of the biggest “courtesy” problems is that individuals block the seat next to them with their bags, their feet, or their entire body. Many people also sit in such a way that their knees are on the seat in front of them, so the person sitting in front of them cannot recline. I would suggest that if drivers notice this, they turn on the lights and make a verbal announcement, “Everyone, there are new bus rules, you are NOT allowed to...etc.” Another way to handle this would be to have random “bus marshals” or security personnel who periodically ride the buses over the hill and confront passengers who are being discourteous (or warn them in writing). This would address the current bad behavior and discourage others from the same bad behavior later on, since no one would know when one of these “marshals” was present. The marshal or security personnel could also just ride from Santa Cruz to Scotts Valley if they needed to stay in Santa Cruz county. Another solution would be to encourage other passengers to take photographs of the offending behavior. These photos could be submitted as evidence of repeated violations of the Code of Conduct (for example, a minimum of three different instances), so that Metro could actually attempt to pursue an appropriate remedial measure against these repeat offenders.

My other concern is with educating the public. It seems like Metro only intends to post information regarding the new Code of Conduct on their website, at each of its transit centers, and on bilingual cards. This will not be sufficient. The key points of these rules should be outlined in pictogram form and posted inside each bus. That way, everyone will (or at least should) be aware of what behavior is not allowed. If someone is sitting with their feet on a seat, and the driver does nothing, BUT there is a pictogram of a person doing the exact same thing with a big red slash through it, I could easily point to that rule and confidently say, “please move your feet.”

Again, I think implementing your new rules is a step in the right direction. I hope you will review my concerns and consider my suggestions regarding your new Code of Conduct. I look forward to hearing your thoughts.

I have attached a few sample pictogram photos to demonstrate what sort of signage would be useful in the future. These sorts of signs could be understood by anyone.

COMMUNICATIONS TO THE BOARD OF DIRECTORS



Thank you,
Deanna Trinidad

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DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
SUBJECT: RECOMMENDED ACTION ON TORT CLAIMS

I. RECOMMENDED ACTION

That the Board of Directors Approve Staff Recommendations for Claims for the Month of January 2018

II. SUMMARY

This staff report provides the Board of Directors with recommendations on claims submitted to the Santa Cruz Metropolitan Transit District (METRO).

III. DISCUSSION/BACKGROUND

METRO's Risk Department received three claims for the month of January 2018 for money or damages. As a public entity, METRO must act "within 45 days after the claim has been presented" (Govt C §912.4(a)). See staff recommendations in paragraph VI.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None

V. ALTERNATIVES CONSIDERED

Within the 45-day period, the Board of Directors may take the following actions:

- Reject the claim entirely;
- Allow it in full;
- Allow it in part and reject the balance;
- Compromise it, if the liability or amount due is disputed (Govt C §912.4(a)); or
- Do nothing, and allow the claim to be denied by operation of law (Govt C §912.4 ©).

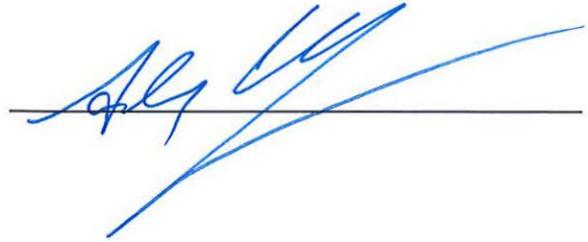
VI. DESCRIPTION OF CLAIMS

Claimant	Claim #	Description	Recommended Action
Mick, Jeff	17-0015	Claimant claims a METRO bus encroached upon the bike lane and damaged his bicycle.	Reject
Manson, Sylvia	18-0001	Claimant claims a METRO bus clipped the bumper of her parked car.	Reject
Prindle, Cecelia P P	18-0002	METRO bus allegedly contacts claimant's car as they both enter left turn.	Reject

Prepared by: Tom Szestowicki, Safety Specialist

VII. APPROVAL:

Alex Clifford, CEO/General Manager



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DATE: January 26, 2018
TO: Board of Directors
FROM: Angela Aitken, Finance Manager
**SUBJECT: ACCEPT AND FILE PRELIMINARY APPROVED CHECK JOURNAL
DETAIL FOR THE MONTHS OF NOVEMBER AND DECEMBER 2017**

I. RECOMMENDED ACTION

That the Board of Directors accept and file the preliminary approved Check Journal Detail for the months of November and December 2017

II. SUMMARY

- This staff report provides the Board with a preliminary approved Check Journal Detail for the months of November and December 2017.
- The Finance Department is submitting the check journals for Board acceptance and filing.

III. DISCUSSION/BACKGROUND

This preliminary approved Check Journal Detail provides the Board with a listing of the vendors and amounts paid out on a monthly cash flow basis (Operating and Capital expenses).

All invoices submitted for the months of November and December 2017 have been processed, checks issued and signed by the Finance Manager.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None. The check journal is a presentation of invoices paid in November and December 2017 for purposes of Board review, agency disclosure, accountability and transparency.

V. ALTERNATIVES CONSIDERED

N/A

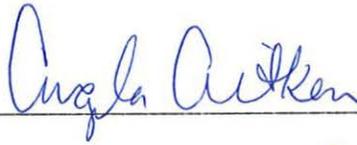
VI. ATTACHMENTS

Attachment A: Check Journal Detail for November & December 2017

Prepared By: Holly Alcorn, Senior Accounting Technician

VII. APPROVALS:

Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 1

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK VENDOR	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60577	11/06/17	97.53 001015	A-Z BUS SALES, INC.			81320	INVENTORY ORDER	97.53	
60578	11/06/17	1,352.70 003151	ABC BUS INC			81424	INVENTORY ORDER	51.34	
						81444	INVENTORY ORDER	136.97	
						81445	INVENTORY ORDER	1,164.39	
60579	11/06/17	1,915.61 E437	AITKEN, ANGELA			81375	TRAVEL REIMBURSEMENT	1,719.20	
						81376	MEETING REIMBURSEMENT	196.41	
60580	11/06/17	168.27 192	ALWAYS UNDER PRESSURE			81367	RPR PRESSURE WASHER	168.27	
60581	11/06/17	3,300.52 001D	AT&T			81198	5/10-6/9 INTERNET	736.54	
						81199	6/10-7/9 INTERNET	934.79	
						81200	7/10-8/9 INTERNET	934.79	
						81201	7/10-8/9 INTERNET	-1,175.18	
						81202	8/10-9/9 INTERNET	934.79	
						81203	9/10-10/9 INTERNET	934.79	
60582	11/06/17	2,718.84 003199	B & H FOTO & ELECTRONICS CORP			81384	MICROPHONE CONF ROOM	319.84	
						81385	MICROPHONE CONF ROOM	2,399.00	
60583	11/06/17	3,667.00 059	BATTERIES USA, INC.			81340	BATTERIES	3,667.00	
60584	11/06/17	480.76 914	CALTRONICS BUSINESS SYSTEMS			81372	OFFICE SUPPLIES	238.71	
						81373	OFFICE SUPPLIES	242.05	
60585	11/06/17	1,948.18 C104	CHURCH, JOLENE			81302	HOUSING REIMBURSEMENT	1,948.18	
60586	11/06/17	12,829.51 909	CLASSIC GRAPHICS			81318	BUS REPAINT #2301	6,485.96	
						81409	REPAINT BUS #1004	6,343.55	
60587	11/06/17	20,617.85 001124	CLEAN ENERGY			81312	LNG 9/29/17	6,837.89	
						81313	LNG 9/27/17	5,995.78	
						81314	LNG 9/25/17	7,784.18	
						81404	BOD MEETING 10/27/17	64.44	
60588	11/06/17	64.44 002063	COSTCO			81449	2018 MEMBERSHIP DUES	110.00	
60589	11/06/17	220.00 003120	CSMFO MEMBERSHIP			81450	2018 MEMBERSHIP DUES	110.00	
60590	11/06/17	18,856.99 003116	CUMMINS PACIFIC LLP			81329	RPR VEH #1004	12,995.67	
						81336	INVENTORY ORDER	2,065.73	
						81337	INVENTORY ORDER	107.25	
						81425	INVENTORY ORDER	3,688.34	
60591	11/06/17	2,126.25 002946	DAY WIRELESS SYSTEMS			81426	OCT 17 MAINTENANCE	2,126.25	
60592	11/06/17	980.00 001222	DIESEL RADIATOR CO, INC.			81400	INVENTORY ORDER	980.00	
60593	11/06/17	924.17 001329	DOC AUTO LLC			81326	RPR VEH #1120 PC	924.17	
60594	11/06/17	3,547.85 003274	EAST BAY TIRE CO.			81315	TIRES	1,532.13	
						81317	TIRES	1,021.42	
						81427	TIRES	510.71	
60595	11/06/17	2,009.59 432	EXPRESS SERVICES INC.			81428	TIRES	483.59	
						81335	TEMP W/E 10/8/17	273.15	
						81377	TEMP W/E 10/22/17	744.19	
						81378	TEMP W/E 10/15/17	440.44	
						81379	TEMP W/E 10/8/17	551.81	
60596	11/06/17	125.00 490	FAST RESPONSE ON-SITE			81443	RESPIRATOR TRAINING	125.00	
60597	11/06/17	1,251.04 002962	FIS			81306	SEP 17 MERCHANT FEES	1,251.04	
60598	11/06/17	8,999.55 002952	FLYERS ENERGY LLC			81325	10/1-10/15 FUEL PC	8,999.55	
60599	11/06/17	8,942.42 001302	GARDA CL WEST, INC.			81307	NOV 17 SERVICES	277.70	

Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 2

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60600	11/06/17	GENFARE A DIV OF SPX CORP	1,001.12			81308	NOV 17 VAULT SERVICE	8,664.72	
						81429	INVENTORY ORDER	226.38	
						81430	INVENTORY ORDER	640.63	
						81431	INVENTORY ORDER	134.11	
60601	11/06/17	GILLIG LLC	1,170.57			81327	INVENTORY ORDER	335.14	
						81328	RPR VEH #2406 PC	276.51	
						81396	INVENTORY ORDER	60.52	
						81397	INVENTORY ORDER	162.84	
						81421	INVENTORY ORDER	170.36	
						81439	RPR VEH #2406 PC	165.20	
60602	11/06/17	GRAINGER	368.34			81341	INVENTORY ORDER	320.22	
						81364	INVENTORY ORDER	89.76	
						81411	CREDIT	-41.64	
60603	11/06/17	HARTFORD FLOOD INSURANCE CO	2,235.00			81374	12/13-12/12/18 1200A	2,235.00	
60604	11/06/17	HOSE SHOP, THE INC	3,632.35			81338	INVENTORY ORDER	334.08	
						81395	INVENTORY ORDER	1,053.21	
						81399	INVENTORY ORDER	435.74	
						81413	HOSE SBF	23.39	
						81418	INVENTORY ORDER	10.55	
60605	11/06/17	HUNT & SONS, INC.	2,997.50			81419	INVENTORY ORDER	1,775.38	
						81446	INVENTORY ORDER	1,798.50	
60606	11/06/17	INDUSTRIAL SAFETY SUPPLY CO	121.00			81447	INVENTORY ORDER	1,199.00	
60607	11/06/17	KELLEY'S SERVICE INC.	841.29			81398	INVENTORY ORDER	121.00	
						81342	INVENTORY ORDER	80.00	
						81343	INVENTORY ORDER	94.32	
						81344	RPR VEH #207 PC	157.57	
						81388	RPR VEH #2402 PC	105.73	
						81389	INVENTORY ORDER	80.00	
						81390	INVENTORY ORDER	144.35	
						81434	RPR VEH #2800 PC	72.17	
						81435	RPR VEH #2800 PC	8.70	
60608	11/06/17	KINKO'S INC.	3,625.40			81436	INVENTORY ORDER	98.45	
						81386	CABRILLO PRINT JOB	1,970.86	
						81387	CABRILLO BROCHURE	1,654.54	
60609	11/06/17	LAW OFFICES OF MARIE F. SANG	1,996.50		7	81333	CL# 15007787	165.00	
						81334	CL16001136 2697 6778	528.00	
						81451	CL 16008784	1,089.00	
60610	11/06/17	MAILFINANCE INC	157.36			81452	CL1103388 2103414	214.50	
60611	11/06/17	MANSFIELD OIL CO OF GAINSVILLE	16,786.03			81417	10/28-11/27LEASE ADM	157.36	
60612	11/06/17	MID VALLEY SUPPLY INC.	81.71			81402	DIESEL 10/13/17	16,786.03	
60613	11/06/17	MONTEREY SALINAS TRANSIT	4,564.61			81363	INVENTORY ORDER	81.71	
						81349	10/10-6/30 STUDY	3,313.22	
						81350	7/1-9/30 STUDY	1,251.39	
60614	11/06/17	NIDAL HALABI & NADA ALGHARIB	115.45			81414	BADGES	115.45	
60615	11/06/17	NORTH BAY FORD LINC-MERCURY	304.08			81347	RPR VEH #1401	208.26	
						81348	RPR VEH #1401	31.95	

Attachment A

DATE 01/02/18 11:08

PAGE 3

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60616	11/06/17	14,251.25 009		PACIFIC GAS & ELECTRIC		814380	INVENTORY ORDER	63.87	
						81380	9/26-10/24 1200B RIV	19.43	
						81381	9/25-10/23 1200B RIV	2,045.43	
						81382	9/25-10/23 GOLF	6,308.18	
						81383	9/26-10/24 VERNON	5,878.21	
60617	11/06/17	692.79 023		PACIFIC TRUCK PARTS, INC.		81310	INVENTORY ORDER	1,005.35	
						81311	CREDIT	-662.18	
						81415	INVENTORY ORDER	358.80	
						81416	CREDIT	-9.18	
60618	11/06/17	704.65 043		PALACE ART & OFFICE SUPPLY		81303	OFFICE SUPPLIES	20.22	
						81332	OFFICE SUPPLIES	139.21	
						81368	OFFICE SUPPLIES	12.18	
						81369	OFFICE SUPPLIES	85.52	
						81371	OFFICE SUPPLIES	447.52	
60619	11/06/17	39,565.10 002939		PREFERRED BENEFIT		81331	OCT 17 DENTAL	39,565.10	
60620	11/06/17	814.23 882		PRINT SHOP SANTA CRUZ	7	81305	SIGNS	19.62	
						81316	BUSINESS CARDS	107.91	
						81339	PRE PRINT FORMS	686.70	
						81361	MATERIAL FOR SHELTER	58.83	
						81365	PRC DOOR ISSUE	5.33	
						81366	INVENTORY ORDER	31.37	
						81410	BUS BENCH	22.51	
60621	11/06/17	118.04 107A		PROBUILD COMPANY LLC		81401	INVENTORY ORDER	1,297.10	
						81345	INVENTORY ORDER	38.92	
60622	11/06/17	1,297.10 003154		ROMAINE ELECTRIC CORP		81346	INVENTORY ORDER	26.64	
60623	11/06/17	291.00 135		SANTA CRUZ AUTO PARTS, INC.		81391	RPR VEH #2402 PC	96.63	
						81392	INVENTORY ORDER	82.05	
						81437	RPR VEH #2800 PC	46.76	
60624	11/06/17	3.91 848		SANTA CRUZ ELECTRONICS, INC.		81405	PRC LIGHTS	3.91	
60625	11/06/17	9,804.03 079		SANTA CRUZ MUNICIPAL UTILITIES		81351	9/7-10/5 1200A RIV	407.74	
						81352	9/7-10/5 1200 RIVER	10.63	
						81353	9/7-10/5 GOLF CLUB	33.69	
						81354	9/7-10/5 PACIFIC	3,529.93	
						81355	9/7-10/5 PACIFIC	54.03	
						81356	9/7-10/5 WATER ST	1,000.56	
						81357	9/7-10/5 1200B RIVER	2,922.82	
						81358	9/7-10/5 GOLF CLUB	1,339.02	
						81359	9/7-10/5 VERNON	493.99	
						81360	9/7-10/5 VERNON	11.62	
						81304	REPLENISHMENT	180.77	
60626	11/06/17	180.77 122		SCMTD PETTY CASH - OPS		81309	TEMP W/E 10/22/17	1,530.27	
60627	11/06/17	1,530.27 003292		SLINGSHOT CONNECTIONS LLP		81420	TOOL REPAIR	105.00	
						81403	INVENTORY ORDER	416.18	
60628	11/06/17	105.00 115		SNAP-ON INDUSTRIAL		81319	REPAIR ELECTRONICS	1,471.50	
60629	11/06/17	416.18 104		STATE STEEL COMPANY	0	81432	TRAVEL REIMBURSEMENT	100.91	
60630	11/06/17	1,471.50 003242		THE JANEK CORPORATION		81322	INVENTORY ORDER	91.00	
60631	11/06/17	100.91 E382		TOLINE, SHARON					
60632	11/06/17	3,604.22 003285		TRANSIT HOLDINGS INC					

Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 4

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60633	11/06/17	981.30 003037		TYCO INTEGRATED SECURITY		81323	INVENTORY ORDER	437.15	
60634	11/06/17	6.48 003152		UNIFIRST CORPORATION		81324	RPR VEH #1301	247.82	
60635	11/06/17	58.49 007		UNITED PARCEL SERVICE		81422	INVENTORY ORDER	1,038.98	
60636	11/06/17	257.87 E442		VASQUEZ, CATALINO		81423	INVENTORY ORDER	278.21	
60637	11/06/17	79.20 221		VEHICLE MAINTENANCE PROG INC		81440	INVENTORY ORDER	262.66	
60638	11/06/17	10,269.61 001043		VISION SERVICE PLAN		81441	RPR VEH #2222	262.66	
60639	11/06/17	75.00 001165		VU, THANH DR. MD	7	81442	INVENTORY ORDER	985.74	
60640	11/06/17	1,148.12 002674		WESTERN HIGHWAY PRODUCTS, INC.		81406	TAMPER SWITCH OPS	490.65	
60641	11/06/17	452.83 002291		WINCHESTER AUTO		81407	TAMPER SWITCH 1200B	490.65	
60642	11/06/17	294.47 147		ZEE MEDICAL SERVICE CO.		81408	MATS OPS	6.48	
60643	11/13/17	238.43 002069		A TOOL SHED, INC.		81394	FREIGHT	58.49	
60644	11/13/17	1,488.90 003151		ABC BUS INC		81448	TRAVEL REIMBURSEMENT	257.87	
60645	11/13/17	65.00 001088		ADVANCED MECHANICAL SERVICES	7	81321	INVENTORY ORDER	79.20	
60646	11/13/17	6,018.27 001D		AT&T		81330	NOV 17 VISION	10,269.61	
60647	11/13/17	970.13 003105		AT&T MOBILITY		81433	DMV EXAM	75.00	
60648	11/13/17	4,784.83 001348		ATHENS INSURANCE SERVICE, INC.		81412	FACILITIES SIGNS	1,148.12	
60649	11/13/17	4.00 003199		B & H FOTO & ELECTRONICS CORP		81393	INVENTORY ORDER	452.83	
60650	11/13/17	113.32 002363		BATTERIES PLUS #314		81362	FIRST AID SUPPLIES	294.47	
60651	11/13/17	122.63 001159		CATTO'S GRAPHICS, INC.		81517	RENT LIFT	238.43	
60652	11/13/17	1,387.54 130		CITY OF WATSONVILLE UTILITIES		81506	INVENTORY ORDER	67.36	
60653	11/13/17	1,997.90 909		CLASSIC GRAPHICS		81507	INVENTORY ORDER	715.91	
60654	11/13/17	29,684.00 001124		CLEAN ENERGY		81524	INVENTORY ORDER	705.63	
60655	11/13/17	1,534.57 075		COAST PAPER & SUPPLY INC.		81516	BACKFLOW TEST SVT	65.00	
60656	11/13/17	929.00 003256		COMCAST HOLDINGS CORPORATION		81456	9/19-10/18 CEMENT PL	164.24	
60657	11/13/17	37.08 002063		COSTCO		81457	9/19-10/18 SKYLINE	279.94	
60658	11/13/17	4,211.37 003116		CUMMINS PACIFIC LLP		81467	9/13-10/12 PT2PT	1,818.80	
60659	11/13/17	759.71 157		DELL MARKETING L.P.		81470	9/19-10/18 MAINLINE	3,608.38	
60660	11/13/17	869.02 003131		DYNAMIC SYSTEMS INC		81473	9/19-10/18 ELEV OPS	146.91	
						81478	9/24-10/23 BUS WIFI	970.13	
						81538	NOV 17 TPA FEES	4,784.83	
						81476	OFFICE SUPPLIES	4.00	
						81469	BATTERIES	113.32	
						81487	INVENTORY ORDER	122.63	
						81463	9/18-10/16 WATER IRR	35.34	
						81464	9/18-10/16 WATER WTC	73.06	
						81465	9/18-10/16 WATER WTC	412.20	
						81466	10/19 WASTE WTC	866.94	
						81486	RPR BUS #2236	1,997.90	
						81508	SEPT 17 MAINTENANCE	14,842.00	
						81509	OCT 17 MAINTENANCE	14,842.00	
						81459	INVENTORY ORDER	1,534.57	
						81537	378 PSA SPOTS	929.00	
						81536	VETERANS DAY CELEBRA	37.08	
						81505	INVENTORY ORDER	4,211.37	
						81546	2 LAPTOPS GEN USE	759.71	
						81477	7/1-7/30/18 MAINTENA	869.02	

Attachment A

DATE 01/02/18 11:08

PAGE 5

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60661	11/13/17	41,056.83 002295	FIRST ALARM			81544	OCT 17 SECURITY OPS	800.00	
60662	11/13/17	328.47 647	GENFARE A DIV OF SPX CORP			81545	OCT 17 SECURITY ALL	40,256.83	
60663	11/13/17	1,756.00 282	GRAINGER			81502	INVENTORY ORDER	209.16	
60664	11/13/17	36.20 166	HOSE SHOP, THE INC			81503	INVENTORY ORDER	66.78	
60665	11/13/17	12,480.59 003284	KEISH ENVIRONMENTAL PC CORP			81504	INVENTORY ORDER	52.53	
60666	11/13/17	2,212.99 1117	KELLEY'S SERVICE INC.			81460	INVENTORY ORDER	894.01	
60667	11/13/17	180.00 003249	MAXIMUM OIL SERVICE LLC			81529	SHOP TOOL	657.06	
60668	11/13/17	2,009.30 003273	MGP XI REIT LLC			81530	INVENTORY ORDER	71.37	
60669	11/13/17	109.98 002721	NEXTEL COMMUNICATIONS/SPRINT			81531	BLACK CHEM CARTRIDGE	32.24	
60670	11/13/17	6,868.96 009	PACIFIC GAS & ELECTRIC			81532	INVENTORY ORDER	36.46	
60671	11/13/17	11,940.64 023	PACIFIC TRUCK PARTS, INC.			81522	RPR PRESSURE WASHER	36.20	
60672	11/13/17	740.05 043	PALACE ART & OFFICE SUPPLY			81483	SEP17 OUTFALL MITIGA	3,344.25	
60673	11/13/17	425.50 481	PIED PIPER EXTERMINATORS, INC.			81484	JUL17 OUTFALL MITIGA	924.00	
60674	11/13/17	106.33 107A	PROBUILD COMPANY LLC			81485	JUL17 OUTFALL MITIGA	8,212.34	
60675	11/13/17	1,599.80 001153	REPUBLIC ELEVATOR COMPANY INC			81496	RPR VEH #1122 PC	462.20	
60676	11/13/17	627.52 215	RICOH USA, INC. TX			81497	INVENTORY ORDER	98.45	
60677	11/13/17	14.34 536	RIVERSIDE LIGHTING & ELECTRIC			81498	INVENTORY ORDER	339.79	
60678	11/13/17	5,000.00 R539	ROBERT MARIN &			81499	RPR VEH #2800 PC	64.72	
60679	11/13/17	3,047.44 003154	ROMAINE ELECTRIC CORP			81500	INVENTORY ORDER	1,247.83	
						81468	WASTE OIL PICK UP	180.00	
						81472	DEC 17 RENT	2,009.30	
						81540	9/26-10/25 TVM WIREL	109.98	
						81510	9/28-10/26 1200A RIV	3,805.64	
						81511	9/28-10/26 PACIFIC	3,063.32	
						81488	CNG MUFFLER CATALYTI	11,940.64	
						81533	OFFICE SUPPLIES	258.50	
						81534	OFFICE SUPPLIES	-18.52	
						81535	OFFICE SUPPLIES	18.52	
						81541	OFFICE SUPPLIES	10.25	
						81542	OFFICE SUPPLIES	264.09	
						81543	OFFICE SUPPLIES	207.21	
						81518	NOV 17 PEST OPS	62.50	
						81519	NOV 17 PEST GOLF	67.50	
						81520	NOV 17 PEST VERNON	190.50	
						81521	NOV 17 PEST OPS	105.00	
						81474	RPLC CARPET SQ VERN	31.16	
						81475	RPLC CARPET SQ VERN	42.53	
						81479	PEEP HOLE IT DOOR	14.70	
						81480	PEEP HOLE IT DOOR	17.94	
						81481	8/21 RPR ELEVATOR OP	669.80	
						81482	9/8 RPR ELEVATOR OPS	930.00	
						81514	10/26-11/25 LEASE CS	627.52	
						81458	GROUND ROD	14.34	
						81453	FELTON FAIR 2018	5,000.00	
						81495	INVENTORY ORDER	3,047.44	

Attachment A

DATE 01/02/18 11:08

PAGE 6

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60680	11/13/17	266.28 001286	SAFE-CARD ID SERVICES, INC	815113			ID CARD SUPPLIES	266.28	
60681	11/13/17	269.88 135	SANTA CRUZ AUTO PARTS, INC.	81489			INVENTORY ORDER	57.11	
				81490			INVENTORY ORDER	64.43	
				81491			CREDIT	-7.41	
				81492			INVENTORY ORDER	93.80	
				81493			INVENTORY ORDER	61.95	
60682	11/13/17	2,795.33 003360	SIERRA TRUCK AND VAN INC	815339	7		ACCESSORIES VEH#1724	2,795.33	
60683	11/13/17	15,843.83 001075	SOQUEL III ASSOCIATES	81471			DEC 17 RENT	15,843.83	
60684	11/13/17	38.14 002245	STAPLES CONTRACT & COMM INC	81512			OFFICE SUPPLIES	38.14	
60685	11/13/17	602.90 003285	TRANSIT HOLDINGS INC	81501			INVENTORY ORDER	93.20	
				81525			INVENTORY ORDER	174.10	
				81526			INVENTORY ORDER	191.84	
				81527			INVENTORY ORDER	77.80	
				81528			INVENTORY ORDER	65.96	
60686	11/13/17	6.48 003152	UNIFIRST CORPORATION	81462			MATS OPS	6.48	
60687	11/13/17	65.18 007	UNITED PARCEL SERVICE	81523			FREIGHT	65.18	
60688	11/13/17	150.00 001165	VU, THANH DR. MD	81454	7		DMV EXAM	75.00	
				81455			DMV EXAM	75.00	
60689	11/13/17	2,128.50 003237	WAREHOUSE DIRECT INTERIORS INC	815115			RPLC CARPET TILE VER	2,128.50	
60690	11/13/17	537.34 002291	WINCHESTER AUTO	81494			INVENTORY ORDER	537.34	
60691	11/15/17	2,375.41 002941	AA SAFE & SECURITY CO	81573			RPLC TRILOGY LOCK	2,100.41	
				81619			RPLC CYPHER LOCK SVT	275.00	
60692	11/15/17	2,132.50 003151	ABC BUS INC	81608			INVENTORY ORDER	1.31	
				81609			INVENTORY ORDER	708.78	
				81614			INVENTORY ORDER	845.35	
				81620			INVENTORY ORDER	79.57	
				81621			INVENTORY ORDER	415.29	
				81623			INVENTORY ORDER	41.65	
				81624			INVENTORY ORDER	40.55	
60693	11/15/17	788.77 E437	AITKEN, ANGELA	81659			TRAVEL REIMBURSEMENT	788.77	
60694	11/15/17	662.90 E662	ALVEY, ERON	81610			TRAVEL REIMBURSEMENT	662.90	
60695	11/15/17	317.16 192	ALWAYS UNDER PRESSURE	81633			RPR PRESSURE WASHER	317.16	
60696	11/15/17	571.82 001D	AT&T	81577			OCT 17 POINT2POINT	571.82	
60697	11/15/17	2,268.75 247	AUTOMATIC DOOR SYSTEMS, INC.	81575			RPR 2 DOORS SMC	2,268.75	
60698	11/15/17	17,500.00 616	BROWN ARMSTRONG	81622			AUDIT FY17	17,500.00	
60699	11/15/17	4,932.53 588	CAL TIP	81666			OCT 17 CODE = 5100	4,932.53	
60700	11/15/17	5,250.00 001324	CAPITALEDGE ADVOCACY, INC.	81654			NOV 17 LEGISLATE SVC	5,250.00	
60701	11/15/17	144.01 001159	CATTO'S GRAPHICS, INC.	81550			BUS DECALS	81.75	
				81648			WALL DECAL	62.26	
60702	11/15/17	3,854.74 C104	CHURCH, JOLENE	81651			RELOCATION REIMBURSE	327.96	
				81652			RELOCATION REIMBURSE	3,526.78	
60703	11/15/17	642.71 E1006	CHURCH, JOLENE	81664			TRAVEL REIMBURSEMENT	642.71	
60704	11/15/17	242.68 001346	CITY OF SANTA CRUZ-FINANCE	81571			LANDFILL	242.68	
60705	11/15/17	6,311.05 909	CLASSIC GRAPHICS	81566			REPAINT BUS #2310	6,311.05	
60706	11/15/17	277.29 E957	CLIFFORD, ALEX	81554			REIMBURSEMENT	277.29	
60707	11/15/17	3,032.58 163	COMMUNITY PRINTERS, INC.	81638			CONVENIENCE COUPONS	1,106.28	

Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 7

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60708	11/15/17	306.00 367	COMMUNITY TELEVISION OF		81639	CONVENIENCE COUPON	1,926.30		
60709	11/15/17	6,875.55 003116	CUMMINS PACIFIC LLP		81649	10/27 BOARD MEETING	306.00		
					81604	INVENTORY ORDER	115.61		
					81605	INVENTORY ORDER	4,574.14		
					81606	INVENTORY ORDER	660.24		
					81615	INVENTORY ORDER	30.69		
					81616	INVENTORY ORDER	63.90		
					81617	INVENTORY ORDER	1,430.97		
60710	11/15/17	3,457.83 002949	DEANE INDUSTRIAL MACHINING		81563	CYLINDER HEAD	3,457.83		
60711	11/15/17	32.00 002567	DEPARTMENT OF JUSTICE		81662	FINGERPRINTING	32.00		
60712	11/15/17	2,921.89 003274	EAST BAY TIRE CO.		81581	TIRES	187.69		
					81582	TIRES	1,021.42		
					81583	TIRES	962.02		
					81584	TIRES	750.76		
60713	11/15/17	25.00 298	ERGOMETRICS& APPLIED PERSONNEL		81660	PC OPERATOR TESTING	25.00		
60714	11/15/17	12,985.23 002952	FLYERS ENERGY LLC		81564	PROPANE	28.01		
					81568	10/16-10/31 FUEL	2,610.03		
					81579	10/16-10/31 FUEL PC	10,347.19		
60715	11/15/17	2,860.52 647	GENFARE A DIV OF SPX CORP		81549	GFI TRAINING WEBINAR	2,387.10		
60716	11/15/17	818.22 117	GILLIG LLC		81627	RPR PEM MAHCINE	473.42		
					81596	INVENTORY ORDER	172.93		
					81597	INVENTORY ORDER	125.71		
					81598	INVENTORY ORDER	238.49		
					81599	INVENTORY ORDER	281.09		
60717	11/15/17	33.04 282	GRAINGER		81607	INVENTORY ORDER	33.04		
60718	11/15/17	157.85 003164	GREEN RUBBER-KENNEDY AG LP		81569	INVENTORY ORDER	157.85		
60719	11/15/17	119.65 E061	HOLLY, ISAAC		81602	TRAVEL REIMBURSEMENT	119.65		
60720	11/15/17	2,719.87 166	HOSE SHOP, THE INC		81555	INVENTORY ORDER	243.35		
					81556	INVENTORY ORDER	109.11		
					81588	INVENTORY ORDER	2,367.41		
60721	11/15/17	150.00 003355	IAN S RYDQUIST		81601	HAPPY HOLIDAY TATOOS	150.00		
60722	11/15/17	427.17 003230	JOBBERS EQUIPMENT WAREHOUSE		81572	INVENTORY ORDER	427.17		
60723	11/15/17	281.72 1117	KELLEY'S SERVICE INC.		81559	INVENTORY ORDER	44.61		
					81560	RPR VEH #2800 PC	10.24		
					81561	INVENTORY ORDER	98.45		
					81562	FILTERS A/C MACHINE	85.60		
60724	11/15/17	629.53 001233	KIMBALL MIDWEST		81634	INVENTORY ORDER	629.53		
60725	11/15/17	1,188.00 852	LAW OFFICES OF MARIE F. SANG	7	81665	CL210149-218396 2083	1,188.00		
60726	11/15/17	23.99 001342	MCW ASSOCIATES, INC.		81646	OCT 17 SERVICES	23.99		
60727	11/15/17	2,310.00 406	MESITI-MILLER ENGINEERING, INC	0	81551	MECHANIC PLATFORM	628.50		
					81552	PIPE PROTECTION DES	1,681.50		
60728	11/15/17	63.92 001052	MID VALLEY SUPPLY INC.		81631	CUSTODIAL SUPPLIES	63.92		
60729	11/15/17	180.67 002950	NEW HAVEN MOVING EQUIPMENT		81612	SECURE LOOPS	180.67		
60730	11/15/17	1,688.98 004	NORTH BAY FORD LINC-MERCURY		81565	RPR VEH #708	1,688.98		
60731	11/15/17	2,802.68 009	PACIFIC GAS & ELECTRIC		81576	10/4-11/1 SVTC	55.77		

Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 8

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60732	11/15/17	175.53 023		PACIFIC TRUCK PARTS, INC.		81578	10/5-11/2 WTC SVT PN	2,746.91	
60733	11/15/17	200.61 043		PALACE ART & OFFICE SUPPLY		81585	RPR VEH #2211	837.71	
60734	11/15/17	1,845.00 002947		PEDALERS EXPRESS	7	81586	CREDIT	-662.18	
60735	11/15/17	56.33 E995		PEREZ, CHRISTOPHER		81650	OFFICE SUPPLIES	29.51	
60736	11/15/17	1,041.25 003345		PIERCE, ALLEN S JR		81658	OFFICE SUPPLIES	171.10	
60737	11/15/17	40,906.10 002939		PREFERRED BENEFIT		81655	OCT 17 COURIER SVC	1,845.00	
60738	11/15/17	107.91 882		PRINT SHOP SANTA CRUZ		81628	TRAVEL REIMBURSEMENT	56.33	
60739	11/15/17	30.77 107A		PROBUILD COMPANY LLC	7	81667	OCT 17 CONSULTING	1,041.25	
60740	11/15/17	125.25 003020		QUEST DIAGNOSTIC INC.		81611	NOV 17 DENTAL	40,906.10	
60741	11/15/17	593.25 001153		REPUBLIC ELEVATOR COMPANY INC		81656	BUSINESS CARDS	107.91	
60742	11/15/17	2,664.94 003154		ROMAINE ELECTRIC CORP		81644	RPR LEAK FACILITIES	7.35	
60743	11/15/17	277.60 079		SANTA CRUZ MUNICIPAL UTILITIES		81645	RELOCATE SHELTER	23.42	
60744	11/15/17	72.48 149		SANTA CRUZ SENTINEL		81663	DOT DRUG TESTING	125.25	
60745	11/15/17	324.21 002459		SCOTT'S VALLEY WATER DISTRICT	0	81632	NOV 17 MAINTENANCE	593.25	
60746	11/15/17	2,500.00 002267		SHAW / YODER / ANTWIH, INC.		81587	INVENTORY ORDER	2,664.94	
60747	11/15/17	725.49 001976		SPORTWORKS NORTHWEST, INC.		81640	RFP 17-24 LEGAL AD	72.48	
60748	11/15/17	746.65 003242		THE JANEK CORPORATION		81635	OCT 17 WATER SVT	33.81	
60749	11/15/17	2,932.58 003285		TRANSIT HOLDINGS INC		81636	8/4-10/4 FIRE SVC	16.30	
60750	11/15/17	6,323.85 057		U.S. BANK		81637	8/4-10/4 WATER SVT	274.10	
60751	11/15/17	19.44 003152		UNIFIRST CORPORATION		81657	NOV 17 LEGISLATE SVC	2,500.00	
60752	11/15/17	32.00 003200		UPS STORE #1128		81625	INVENTORY ORDER	725.49	
60753	11/15/17	3,643.45 002829		VALLEY POWER SYSTEMS, INC.		81567	RPR ELECTRONICS	490.50	
						81626	RPR ELECTRONICS	256.15	
						81580	RPR VEH #1001	52.57	
						81592	INVENTORY ORDER	1,358.39	
						81593	INVENTORY ORDER	313.79	
						81594	RPR VEH #1306	654.16	
						81595	INVENTORY ORDER	37.28	
						81618	INVENTORY ORDER	516.39	
						81547	****-****-****-5056	3,944.55	
						81548	****-****-****-6086	2,379.30	
						81641	MATS	6.48	
						81642	MATS OPS	6.48	
						81643	MATS OPS	6.48	
						81661	FINGERPRINTING	32.00	
						81211	CREDIT	-43.60	
						81212	CREDIT	-136.25	
						81213	CREDIT	-145.79	
						81214	CREDIT	-19.09	
						81215	CREDIT	-72.15	
						81216	CREDIT	-53.07	
						81261	INVENTORY ORDER	382.37	
						81589	INVENTORY ORDER	2,026.33	
						81590	INVENTORY ORDER	2,488.14	
						81591	CREDIT	-68.13	

Attachment A

DATE 01/02/18 11:08

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 9

DATE: 11/01/17 THRU 11/30/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60754	11/15/17	839.32 003294		VARIDESK LLC					
60755	11/15/17	221.59 434		VERIZON WIRELESS	0				
60756	11/15/17	275.00 003316		WATER TECH SPECIALTIES INC					
60757	11/15/17	28,195.71 003074		WAVE CREST DEVELOPMENT INC.					
60758	11/15/17	579.48 148		ZEP SALES & SERVICE INC.					
60759	11/15/17	400.00 003061		NEOFUNDS BY NEOPOST DBA					
60760	11/27/17	822,014.43 502		CA PUBLIC EMPLOYEES'					
60761	11/27/17	102.49 M022		CAPELLA, KATHLEEN	0				
60762	11/27/17	51.24 M041		GOUVEIA, ROBERT	0				
60763	11/27/17	15,090.21 001745		HARTFORD LIFE AND ACCIDENT INS					
60764	11/27/17	51.24 M109		PEREZ, CHERYL					
60765	11/27/17	102.49 M085		ROSSI, DENISE	0				
60766	11/27/17	51.24 M030		ROWE, RUBY					
60767	11/27/17	51.24 M088		YAGI, RANDY	0				
60768	11/29/17	1,674.24 002196		STOKES SIGNS	7				
				ART CONTEST BUS ADS					
TOTAL		1,423,586.02		ACCOUNTS PAYABLE					
				TOTAL CHECKS		192		1,423,586.02	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 1

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60769	12/04/17	4,356.00 382	AIRTEC SERVICE INC.	81823	RPR HVAC IT ROOM	4,356.00			
60770	12/04/17	15.32 002861	AMERICAN MESSAGING SVCS, LLC	81818	NOV 17 PAGER RENTAL	15.32			
60771	12/04/17	934.79 001D	AT&T	81801	10/10-11/9 INTERNET	934.79			
60772	12/04/17	4,784.83 001348	ATHENS INSURANCE SERVICE, INC.	81748	DEC 17 TPA FEES	4,784.83			
60773	12/04/17	56.66 002363	BATTERIES PLUS #314	81766	BATTERIES	56.66			
60774	12/04/17	10,706.25 002035	BOWMAN & WILLIAMS INC	81826	GENERATOR MASTER PLA	4,390.00			
				81828	EV CHARGING STATION	6,316.25			
60775	12/04/17	76.30 001159	CATTO'S GRAPHICS, INC.	81704	SIGNS	76.30			
60776	12/04/17	1,702.20 002627	CDW GOVERNMENT, INC.	81696	AADOBE SOFTWARE	1,610.20			
				81803	OFFICE SUPPLIES	92.00			
60777	12/04/17	13,070.18 C104	CHURCH, JOLENE	81728	RELOCATION EXPENSES	2,117.45			
				81729	RELOCATION EXPENSES	10,952.73			
60778	12/04/17	2,448.00 002109	CITY OF SANTA CRUZ/PARKING	81792	PARKING PERMITS	2,448.00			
60779	12/04/17	481.00 003245	CITY OF WATSONVILLE PARKS AND	81829	11/20 MURAL OUTREACH	481.00			
60780	12/04/17	52.65 130	CITY OF WATSONVILLE UTILITIES	81802	10/10-11/14 WATER WT	52.65			
60781	12/04/17	6,311.05 909	CLASSIC GRAPHICS	81715	REPAINT VEH #2303	6,311.05			
60782	12/04/17	48.63 E957	CLIFFORD, ALEX	81711	TRAVEL REIMBURSEMENT	48.63			
60783	12/04/17	2,723.99 075	COAST PAPER & SUPPLY INC.	81683	CUSTODIAL SUPPLIES	47.96			
				81821	CUSTODIAL SUPPLIES	1,210.18			
60784	12/04/17	2,890.00 003034	COASTAL LANDSCAPING INC. DBA	81822	CUSTODIAL SUPPLIES	1,384.10			
60785	12/04/17	178.30 002063	COSTCO	81825	CLEANING SUPPLIES	81.75			
60786	12/04/17	264.70 003116	CUMMINS PACIFIC LLP	81793	NOV 17 LANDSCAPING	2,890.00			
60787	12/04/17	1,364.79 002949	DEANE INDUSTRIAL MACHINING	81716	INVENTORY ORDER	115.61			
				81764	INVENTORY ORDER	149.09			
60788	12/04/17	11,956.62 003274	EAST BAY TIRE CO.	81718	CAM BEARING	37.06			
				81719	CYLINDER HEAD	1,327.73			
				81750	TIRES	242.08			
				81751	TIRES	967.17			
				81752	FLAT TIRE REPAIR	18.00			
				81753	TIRES	572.25			
				81754	TIRES	1,005.60			
				81756	TIRES	1,021.42			
				81770	TIRES	1,021.42			
				81771	TIRES	962.02			
				81772	TIRES	483.59			
				81773	TIRES	1,021.42			
				81774	TIRES	2,042.84			
				81775	TIRES	2,371.25			
				81776	TIRES	191.56			
				81777	FLAT REPAIR	36.00			
60789	12/04/17	2,845.44 432	EXPRESS SERVICES INC.	81682	TEMP W/E 11/5/17	649.60			
				81684	TEMP W/E 10/29/17	1,385.84			
				81685	TEMP W/E 10/29/17	607.50			
				81686	TEMP W/E 11/5/17	202.50			

Attachment A

DATE 01/02/18 11:09

PAGE 2

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60790	12/04/17	1,712.70 002962	FIS		81735	OCT 17 MERCHANT FEES	1,712.70		
60791	12/04/17	2,693.75 002952	FLYERS ENERGY LLC		81721	11/1-11/15 FUEL	2,693.75		
60792	12/04/17	57.40 003279	FRONTIER COMMUNICATIONS CORP		81767	11/16-12/15 SKY-RIVE	57.40		
60793	12/04/17	725.00 003286	GARY RICHARD SNYDER		81762	RPR BIKE RACK	725.00		
60794	12/04/17	2,387.10 647	GENFARE A DIV OF SPX CORP		81703	GFI TRAINING WEBINAR	2,387.10		
60795	12/04/17	5,163.47 117	GILLIG LLC		81712	INVENTORY ORDER	136.03		
					81713	SEATBELTS	218.33		
					81714	INVENTORY ORDER	364.77		
					81726	INVENTORY ORDER	479.60		
					81727	INVENTORY ORDER	2,031.22		
					81781	INVENTORY ORDER	445.85		
					81798	ARTICULATED BUS SEAT	984.30		
60796	12/04/17	1,154.92 282	GRAINGER		81799	INVENTORY ORDER	503.37		
					81765	INVENTORY ORDER	894.01		
					81794	LABEL CARTRIDGES	102.29		
					81795	INVENTORY ORDER	106.37		
					81796	BATTERIES	14.59		
					81797	BATTERIES	37.66		
60797	12/04/17	574.40 001097	GREENWASTE RECOVERY, INC.		81737	OCT 17 WASTE PC	283.56		
					81815	OCT 17 WASTE SVT	269.80		
60798	12/04/17	256.46 166	HOSE SHOP, THE INC		81816	OCT 17 WASTE SVT	21.04		
					81709	OIL GUN REPAIR	117.57		
					81710	RPR VEH #9826	13.70		
					81725	RPR VEH #2222	92.88		
60799	12/04/17	449.02 1117	KELLEY'S SERVICE INC.		81817	INVENTORY ORDER	32.31		
					81722	INVENTORY ORDER	301.71		
					81723	INVENTORY ORDER	3.10		
60800	12/04/17	296.27 167	KEYSTON BROTHERS		81724	INVENTORY ORDER	144.21		
60801	12/04/17	3,409.12 001233	KIMBALL MIDWEST		81778	INVENTORY ORDER	296.27		
					81706	INVENTORY ORDER	223.66		
60802	12/04/17	756.00 003271	KJRB INC		81707	INVENTORY ORDER	3,185.46		
					81705	RPR BUS #2301	540.00		
					81779	TOWING VEH #1105 PC	216.00		
60803	12/04/17	2,522.95 511	LUMINATOR HOLDING LP		81749	INVENTORY ORDER	2,522.95		
60804	12/04/17	208.48 003059	MAILFINANCE INC		81736	12/7-3/6 LEASE PC	208.48		
60805	12/04/17	715.50 001145	MANAGED HEALTH NETWORK		81743	DEC 17 EAP	715.50		
60806	12/04/17	1,070.32 003356	MORA DOOR INC.		81827	REPLACE DOOR WTC	1,070.32		
60807	12/04/17	57.86 004	NORTH BAY FORD LINC-MERCURY		81720	INVENTORY ORDER	57.86		
60808	12/04/17	664.33 009	PACIFIC GAS & ELECTRIC		81739	10/9-11/6 PARACRUZ	664.33		
60809	12/04/17	560.79 043	PALACE ART & OFFICE SUPPLY		81814	OFFICE SUPPLIES	560.79		
60810	12/04/17	231.00 481	PIED PIPER EXTERMINATORS, INC.		81788	NOV 17 PEST JAVA	40.00		
					81789	NOV 17 PEST BETTYS	60.00		
					81790	NOV 17 PEST METROMKT	55.50		
					81819	NOV 17 PEST WTC	75.50		
60811	12/04/17	70.52 107A	PROBUILD COMPANY LLC		81791	RPR THERMOSTAT WTC	59.95		
					81824	RPR SINK SMC	10.57		

Attachment A

DATE 01/02/18 11:09

PAGE 3

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

DATE: 12/01/17 THRU 12/31/17

CHECK # START THRU 9999999

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60812	12/04/17	244.76 003024		RICOH USA, INC CA		81740	8/14-11/13 IMAGES PC	147.00	
60813	12/04/17	2,601.93 001379		SAFETY-KLEEN INC		81768	8/12-11/11 IMAGES OP	97.76	
60814	12/04/17	290.90 135		SANTA CRUZ AUTO PARTS, INC.		81679	HAZARDOUS WASTE	2,601.93	
						81557	CREDIT	-16.22	
						81731	RPR VEH #503	101.33	
						81732	RPR VEH #1724	27.63	
						81733	INVENTORY ORDER	144.07	
						81782	INVENTORY ORDER	34.09	
						81804	10/6-11/3 1200RIVER	379.34	
						81805	10/6-11/3 1200RIV IR	159.27	
						81806	10/6-11/3 GOLF IRRIG	10.53	
						81807	10/6-11/3 PACIFIC	3,430.53	
						81808	10/6-11/3 PACIFIC IS	54.03	
						81809	10/6-11/3 SOQ-FREDO	1,000.56	
						81810	10/6-11/3 RIVER	2,908.53	
						81811	10/6-11/3 GOLF CLUB	1,310.44	
						81812	10/6-11/3 VERNON	493.99	
						81813	10/6-11/3 VERNON IRR	11.62	
						81681	OCT 17 SHREDDING	240.00	
						81734	REPLENISHMENT	159.00	
						81687	DEC 17 LEASE 2 BUSES	10,000.00	
						81688	NOV 17 LEASE 2 BUSES	14,242.00	
						81800	NOV 17 SERVICES	1,500.00	
						81783	SMOG TEST VEH #502	49.85	
						81708	INVENTORY ORDER	341.02	
						81769	EMPLOYEE ANNIVERSARY	144.80	
						81689	INVENTORY ORDER	335.92	
						81690	INVENTORY ORDER	29.21	
						81691	INVENTORY ORDER	90.29	
						81692	INVENTORY ORDER	55.06	
						81693	INVENTORY ORDER	1,309.83	
						81694	RPR VEH #2225	2,156.79	
						81763	INVENTORY ORDER	466.92	
						81784	INVENTORY ORDER	212.29	
						81785	INVENTORY ORDER	347.77	
						81786	INVENTORY ORDER	836.86	
						81680	MATS OPS	6.48	
						81717	FREIGHT	113.39	
						81745	FREIGHT	53.67	
						81787	FREIGHT	298.73	
						81695	RPR VEH #9815	39.15	
						81697	INVENTORY ORDER	337.74	
						81698	INVENTORY ORDER	1,175.25	
						81699	INVENTORY ORDER	624.62	
						81700	INVENTORY ORDER	3,397.90	
						81701	INVENTORY ORDER	1,617.95	
60824	12/04/17	6.48 003152		UNIFIRST CORPORATION					
60825	12/04/17	167.06 007		UNITED PARCEL SERVICE					
60826	12/04/17	298.73 003093		UPS FREIGHT					
60827	12/04/17	7,571.83 002829		VALLEY POWER SYSTEMS, INC.					

Attachment A

DATE 01/02/18 11:09

PAGE 4

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

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60828	12/04/17	1,221.14 434		VERIZON WIRELESS	0		INVENTORY ORDER	110.90	
60829	12/04/17	10,269.61 001043		VISION SERVICE PLAN			INVENTORY ORDER	31.17	
60830	12/04/17	92.16 001165		VU, THANH DR. MD			INVENTORY ORDER	3.84	
60831	12/04/17	20.00 003290		WORKFORCEQA LLC			INVENTORY ORDER	281.38	
60891	12/11/17	1,372.04 003151		ABC BUS INC			INVENTORY ORDER	25.94	
60892	12/11/17	1,076.61 E636		AGUIRRE, CIRO			INVENTORY ORDER	923.34	
60893	12/11/17	694.11 382		AIRTEC SERVICE INC.			INVENTORY ORDER	1,318.90	
60894	12/11/17	63.08 002828		ALLIED ELECTRONICS			CREDIT	-2,316.25	
60895	12/11/17	1,818.80 001D		AT&T			10/2-11/1 TELECOM PC	308.90	
60896	12/11/17	968.73 003105		AT&T MOBILITY			10/13-11/12 WIFI BUS	912.24	
60897	12/11/17	444.79 003199		B & H FOTO & ELECTRONICS CORP			DEC 17 VISION	10,269.61	
60898	12/11/17	1,024.30 002363		BATTERIES PLUS #314	7		PRE EMPLOY EXAM	92.16	
60899	12/11/17	16,431.00 694		CALIFORNIA TRANSIT ASSOC.			OCT 17 DOT DRUG TEST	20.00	
60900	12/11/17	992.34 914		CALTRONICS BUSINESS SYSTEMS			INVENTORY ORDER	1,372.04	
60901	12/11/17	3,788.42 001230		CAPITOL CLUTCH & BRAKE, INC.			TRAVEL REIMBURSEMENT	1,076.61	
60902	12/11/17	140.50 002034		CARLON'S FIRE EXTINGUISHER			RPR HVAC GOLF	694.11	
60903	12/11/17	122.63 001159		CATTO'S GRAPHICS, INC.			INVENTORY ORDER	63.08	
60904	12/11/17	5,047.29 002627		CDW GOVERNMENT, INC.			10/13-11/12 PT2PT	1,818.80	
60905	12/11/17	81.98 667		CITY OF SCOTTS VALLEY			10/24-11/23 BUS WIFI	968.73	
60906	12/11/17	1,457.28 130		CITY OF WATSONVILLE UTILITIES			OFFICE SUPPLIES	444.79	
60907	12/11/17	6,798.55 909		CLASSIC GRAPHICS			BATTERIES	160.18	
60908	12/11/17	15,270.13 001124		CLEAN ENERGY			1/1-1/1/19 MEMBERSHI	16,431.00	
60909	12/11/17	261.34 075		COAST PAPER & SUPPLY INC.			OFFICE SUPPLIES	729.43	
60910	12/11/17	4,086.60 003116		CUMMINS PACIFIC LLP			OFFICE SUPPLIES	262.91	
							INVENTORY ORDER	3,788.42	
							NOV 17 SERVICE SVT	48.50	
							ANNUAL MAINTENANCE	92.00	
							BUS STOP DECAL	122.63	
							OFFICE SUPPLIES	1,747.21	
							9/15-11/15 SEWER SVT	81.98	
							10/16-11/20 WATER WT	470.32	
							10/16-11/20 WATER WT	73.57	
							10/16-11/20 WATER WT	46.45	
							11/21 WASTE WTC	866.94	
							MID LIFE OVERHAUL	325.00	
							REPAINT VEH #2308	6,473.55	
							RPR DRYER	218.22	
							MOTOR SLIDE BASE	209.91	
							NOV 17 MAINTENANCE	14,842.00	
							CUSTODIAL SUPPLIES	261.34	
							SOFTWARE RENEWAL	1,812.00	
							INVENTORY ORDER	3,660.11	
							CREDIT	-54.50	
							CREDIT	-272.50	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 5

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK VENDOR AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60911	12/11/17	2,126.25 002946		DAY WIRELESS SYSTEMS		81933	CREDIT	-272.50	
60912	12/11/17	6,883.14 003274		EAST BAY TIRE CO.		81934	CREDIT	-1,571.67	
						81935	CREDIT	-272.50	
						81936	CREDIT	-1,526.00	
						82002	INVENTORY ORDER	2,584.16	
						81890	NOV 17 MAINTENANCE	2,126.25	
						81839	TIRES	725.38	
						81840	TIRES	2,900.76	
						81841	TIRES	1,322.66	
						81842	TIRES	967.17	
						81843	TIRES	967.17	
60913	12/11/17	1,746.57 432		EXPRESS SERVICES INC.		81940	TEMP W/E 11/12/17	769.50	
						81941	TEMP W/E 11/19/17	607.50	
						81942	TEMP W/E 11/26/17	369.57	
60914	12/11/17	9,501.15 002952		FLYERS ENERGY LLC		81915	11/1-11/15 FUEL PC	9,501.15	
60915	12/11/17	8,942.42 001302		GARDA CL WEST, INC.		81850	DEC 17 SERVICES	277.70	
60916	12/11/17	895.60 117		GILLIG LLC		81851	DEC 17 VAULT SERVICE	8,664.72	
						81891	INVENTORY ORDER	84.16	
						81923	ARTICULATED BUS BELT	436.65	
60917	12/11/17	2,992.87 282		GRAINGER		81924	INVENTORY ORDER	374.79	
						81885	INVENTORY ORDER	23.29	
						81977	BATTERIES	74.23	
						81978	INVENTORY ORDER	571.33	
						81979	INVENTORY ORDER	565.79	
						81980	INVENTORY ORDER	265.45	
						81983	CLEANING SUPPLIES	116.35	
						81984	INVENTORY ORDER	6.33	
						81985	INVENTORY ORDER	40.76	
						81986	INVENTORY ORDER	11.84	
						81987	INVENTORY ORDER	498.77	
						81988	INVENTORY ORDER	33.03	
						81989	INVENTORY ORDER	406.57	
						81990	INVENTORY ORDER	345.45	
						81991	INVENTORY ORDER	33.68	
60918	12/11/17	462.25 546		GRANITEROCK COMPANY		81900	SAND BAGS	322.97	
						81901	SAND BAGS	560.40	
						81916	CREDIT	-421.12	
60919	12/11/17	48,819.50 003109		HANSON BRIDGETT LLP		81831	M# 032117.000003	10,090.00	
						81832	OCT 17 RETAINER	24,000.00	
						81833	M# 032117.006001	3,041.50	
						81834	M# 032117.006003	6,759.00	
						81835	M# 032117.006004	4,929.00	
60920	12/11/17	426.20 166		HOSE SHOP, THE INC		81922	NON INVENTORY HOSE	419.65	
60921	12/11/17	826.66 1117		KELLEY'S SERVICE INC.		81953	INVENTORY ORDER	6.55	
						81937	INVENTORY ORDER	73.92	
						81938	CREDIT	-43.60	

Attachment A

DATE 01/02/18 11:09

PAGE 6

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60922	12/11/17	1,050.00 002990		KISMET	7		INVENTORY ORDER	40.00	
						81943	INVENTORY ORDER	108.98	
						81944	INVENTORY ORDER	77.52	
						81964	RPR VEH #503	77.52	
						81965	RPR VEH #503	122.72	
						81966	INVENTORY ORDER	369.60	
						81967	INVENTORY ORDER	350.00	
						81909	CPR FIRST AID	140.00	
						81910	CPR FIRST AID	150.00	
						81982	CPR FIRST AID	396.00	
						81849	FULL PAGE AD	594.00	
						81904	CL# 1989102352	18,134.83	
						81905	CL# 2010226708	106.82	
						81845	11/28-12/27 LEASE AD	28.45	
						81855	DIESEL 11/6/17	158.40	
						81884	INVENTORY ORDER	-225.00	
						81888	RPR VEH #1121 PC	21.65	
						81889	INVENTORY ORDER	57.86	
						81913	CREDIT	63.77	
						81914	RPR VEH #1121 PC	2,303.15	
						81961	INVENTORY ORDER	368.25	
						81962	RPR VEH #103	3,431.11	
						81963	RPR VEH #1114 PC	2,669.85	
						81974	RPR VEH #1113 PC	4,750.10	
						81975	RPR VEH #1401	2,070.61	
						81976	RPR VEH #1105 PC	31.68	
						81883	10/28-11/28 PACIFIC	5,448.60	
						81897	10/24-11/20 VERNON	15.73	
						81898	10/24-11/20 1200B RI	26.13	
						81899	10/25-11/21 1200B RI	719.18	
						81921	10/24-11/20 GOLF	93.94	
						81846	OFFICE SUPPLIES	109.03	
						81847	OFFICE SUPPLIES	-117.88	
						81886	OFFICE SUPPLIES	341.13	
						81908	OFFICE SUPPLIES	11.49	
						81911	OFFICE SUPPLIES	3.36	
						81917	CREDIT	77.65	
						81918	OFFICE SUPPLIES	19.41	
						81920	OFFICE SUPPLIES	19.41	
						81954	OFFICE SUPPLIES	30.67	
						81959	OFFICE SUPPLIES	719.18	
						81960	OFFICE SUPPLIES	55.58	
						81981	OFFICE SUPPLIES	123.31	
						81992	OFFICE SUPPLIES		
						81993	OFFICE SUPPLIES		
						81994	OFFICE SUPPLIES		
						81995	OFFICE SUPPLIES		
60929	12/11/17	14,970.84 009		PACIFIC GAS & ELECTRIC					
60930	12/11/17	2,247.32 043		PALACE ART & OFFICE SUPPLY					

Attachment A

DATE 01/02/18 11:09

PAGE 7

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60931	12/11/17	2,377.36 003345	PIERCE, ALLEN S JR		81838	NOV 17 CONSULTING SV	2,377.36		
60932	12/11/17	2,616.60 187	POLAR RADIATOR SERVICE INC		81892	RPR VEH #2214	2,616.60		
60933	12/11/17	57.71 107A	PROBUILD COMPANY LLC		81951	SIGNAGE	11.73		
60934	12/11/17	294.19 E969	PYE, GINA		81952	SCREW DRIVER	14.70		
60935	12/11/17	112.81 019	RAYNE OF SANTA CRUZ, INC.		81957	BUS BENCH	15.66		
60936	12/11/17	96.08 536	RIVERSIDE LIGHTING & ELECTRIC		81969	KEYS	15.62		
60937	12/11/17	550.66 135	SANTA CRUZ AUTO PARTS, INC.		81830	MEETING EXP REIMBURS	294.19		
60938	12/11/17	80.00 001292	SANTA CRUZ RECORDS MNGMT INC		81999	SALT	112.81		
60939	12/11/17	12.50 002459	SCOTT'S VALLEY WATER DISTRICT		81880	LIGHTING	57.02		
60940	12/11/17	4,420.35 001232	SPECIALIZED AUTO AND		81881	WIRE STRIPPERS	32.57		
60941	12/11/17	459.69 001800	THERMO KING OF SALINAS, INC		81882	FUSES SVT	6.49		
60942	12/11/17	5,177.41 003285	TRANSIT HOLDINGS INC		81857	INVENTORY ORDER	107.20		
60943	12/11/17	2,381.56 003037	TYCO INTEGRATED SECURITY		81945	INVENTORY ORDER	124.89		
60944	12/11/17	6.48 003152	UNIFIRST CORPORATION		81970	INVENTORY ORDER	16.21		
60945	12/11/17	110.34 007	UNITED PARCEL SERVICE		81971	INVENTORY ORDER	57.31		
60946	12/11/17	486.99 003093	UPS FREIGHT		81972	INVENTORY ORDER	245.05		
60947	12/11/17	11,772.95 002829	VALLEY POWER SYSTEMS, INC.		81919	NOV 17 SHREDDING	80.00		
					81879	NOV 17 WATER SVT	12.50		
					81893	RPR VEH #2800 PC	1,196.19		
					81973	RPR VEH #003	3,224.16		
					81998	INVENTORY ORDER	459.69		
					81844	INVENTORY ORDER	747.97		
					81925	RPR VEH #2810	132.56		
					81926	INVENTORY ORDER	2,781.13		
					81927	INVENTORY ORDER	49.72		
					81928	RPR VEH #2101	51.21		
					81929	INVENTORY ORDER	1,388.37		
					81930	INVENTORY ORDER	26.45		
					81864	NOV 17 ALARM PANEL	1,289.96		
					81949	12/1-2/28 1200RIVER	600.95		
					81950	CNG GAS LEAK	490.65		
					81956	MATS OPS	6.48		
					81856	FREIGHT	110.34		
					81876	FREIGHT	486.99		
					81852	INVENTORY ORDER	245.14		
					81853	INVENTORY ORDER	6,799.46		
					81854	INVENTORY ORDER	178.73		
					81861	INVENTORY ORDER	34.03		
					81869	RPR VEH #9815	225.47		
					81870	INVENTORY ORDER	1,067.19		
					81871	INVENTORY ORDER	418.35		
					81872	INVENTORY ORDER	67.98		
					81873	INVENTORY ORDER	49.03		
					81874	INVENTORY ORDER	2,509.86		
					81875	INVENTORY ORDER	118.92		
					81997	INVENTORY ORDER	58.79		

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 8

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60948	12/11/17	595.00 001353	VISION COMMUNICATIONS			81968	RPR VEH #2101	595.00	
60949	12/11/17	75.00 001165	VU, THANH DR. MD		7	81955	DMV EXAM	75.00	
60950	12/11/17	147.00 202	UNITED STATES POST OFFICE			82003	3 RLS POSTAGE STAMPS	147.00	
60951	12/11/17	204.00 002109	CITY OF SANTA CRUZ/PARKING			82004	PARKING PERMIT	204.00	
60952	12/18/17	259.07 003151	ABC BUS INC			82084	INVENTORY ORDER	13.37	
						82085	INVENTORY ORDER	245.70	
60953	12/18/17	445.58 192	ALWAYS UNDER PRESSURE			82123	RPR LANDA PRESSURE	445.58	
60954	12/18/17	15.32 002861	AMERICAN MESSAGING SVCS, LLC			82055	DEC 17 PAGER RENTAL	15.32	
60955	12/18/17	5,191.84 001D	AT&T			82007	10/19-11/18 MAIN LIN	3,538.20	
						82012	10/19-11/18 ELEV OPS	142.82	
						82057	11/1-11/30 PT2PT	571.82	
						82103	10/19-11/18 CEMENT	659.06	
						82116	10/19-11/18 SKYLINE	279.94	
60956	12/18/17	5,000.00 616	BROWN ARMSTRONG			82006	AUDIT FY17	5,000.00	
60957	12/18/17	955.00 002931	CALACT			82139	2018 MEMBERSHIP	955.00	
60958	12/18/17	5,945.62 588	CALTIP			82097	NOV 17 CODE=5100	5,945.62	
60959	12/18/17	5,250.00 001324	CAPITALEGE ADVOCACY, INC.			82138	DEC 17 LEGISLATE SVC	5,250.00	
60960	12/18/17	171.21 002034	CARLON'S FIRE EXTINGUISHER			82126	EXTINGUISHER INSP WT	171.21	
60961	12/18/17	1,640.18 001159	CATTO'S GRAPHICS, INC.			82074	BUS ROUTE DECALS	948.03	
						82102	SIGN WTC	692.15	
60962	12/18/17	5,668.44 003320	CENTER FOR TRANSPORTATION AND			82045	EV PWC SERVICES	5,668.44	
60963	12/18/17	120.29 003373	CITY OF SANTA CRUZ FINANCE RRF			82140	LANDFILL	120.29	
60964	12/18/17	204.00 367	COMMUNITY TELEVISION OF			82046	11/17 BOARD MEETING	204.00	
60965	12/18/17	834.88 003357	CONTROL CABLES INC			82036	INVENTORY ORDER	834.88	
60966	12/18/17	29.91 002063	COSTCO			82069	MEETING SUPPLIES	29.91	
60967	12/18/17	2,926.54 003116	CUMMINS PACIFIC LLP			82087	RPR VEH #1001	2,926.54	
60968	12/18/17	2,129.44 002949	DEANE INDUSTRIAL MACHINING			82025	INJECTORS	1,916.60	
						82068	CYLINDER HEAD	212.84	
60969	12/18/17	2,289.19 003274	EAST BAY TIRE CO.			82038	TIRES	481.01	
						82039	TIRES	1,021.42	
						82040	FLAT REPAIR	36.00	
						82041	TIRES	750.76	
60970	12/18/17	2,773.80 003153	ENVIRONMENTAL LOGISTICS INC			82125	WASTE DISPOSAL	2,773.80	
60971	12/18/17	2,140.36 002952	FLYERS ENERGY LLC			82104	PROPANE	20.09	
60972	12/18/17	494.03 001189	GARY KENVILLE LOCKSMITH		7	82105	11/16-11/30 FUEL	2,120.27	
60973	12/18/17	420.44 647	GENFARE A DIV OF SPX CORP			82094	RPR LOCKS WTC	264.03	
60974	12/18/17	961.73 117	GILLIG LLC			82095	RPR KEY WTC	140.00	
						82086	INVENTORY ORDER	420.44	
						82037	INVENTORY ORDER	182.86	
						82132	INVENTORY ORDER	365.32	
						82133	INVENTORY ORDER	413.55	
60975	12/18/17	564.45 282	GRAINGER			82011	INVENTORY ORDER	29.26	
						82047	SECURITY FENCE TOOL	118.81	
						82059	OPS REFLECTIVE TAPE	138.08	
						82107	LAWN GARDEN TUBE	7.18	
						82108	INVENTORY ORDER	265.29	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 9

DATE: 12/01/17 THRU 12/31/17

CHECK # START THRU 9999999

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60976	12/18/17	248.75 E378		GRANADOS-BOYCE, MARIA		82121	INVENTORY ORDER	5.83	
60977	12/18/17	290.84 001097		GREENWASTE RECOVERY, INC.		82141	EE CONTRIB REFUND	248.75	
60978	12/18/17	610.44 E021		HILTNER, THOMAS		82061	NOV 17 WASTE SVT	269.80	
60979	12/18/17	119.43 166		HOSE SHOP, THE INC		82062	NOV 17 WASTE MT HERM	21.04	
60980	12/18/17	1,806.25 002979		HUNT & SONS, INC.		82071	TRAVEL REIMBURSEMENT	564.73	
60981	12/18/17	2,669.75 003284		KEISH ENVIRONMENTAL PC CORP		82072	TRAVEL REIMBURSEMENT	45.71	
60982	12/18/17	980.92 1117		KELLEY'S SERVICE INC.		82109	INVENTORY ORDER	85.29	
60983	12/18/17	292.74 001233		KIMBALL MIDWEST		82134	INVENTORY ORDER	34.14	
60984	12/18/17	1,432.30 039		KINKO'S INC.		82082	COOLANT INVENTORY	1,806.25	
60985	12/18/17	654.14 E635		KINSLOW, DEBBIE		82122	10/1-11/30 OUTFALL	2,669.75	
60986	12/18/17	1,044.00 003271		KJRB INC		82030	INVENTORY ORDER	728.73	
60987	12/18/17	348.81 003298		LA GANGA ESPECIAL CNP		82031	RPR VEH #2101	30.47	
60988	12/18/17	675.00 003195		LANDAVEREY, CARLOS G.		82032	RPR VEH #2101	26.36	
60989	12/18/17	426.00 003249		MAXIMUM OIL SERVICE LLC		82033	INVENTORY ORDER	65.23	
60990	12/18/17	462.00 406		MESITI-MILLER ENGINEERING, INC 0		82034	INVENTORY ORDER	120.22	
60991	12/18/17	2,242.62 001052		MID VALLEY SUPPLY INC.		82106	INVENTORY ORDER	9.91	
60992	12/18/17	535.15 003061		NEOFUNDS BY NEOPOST DBA		82051	INVENTORY ORDER	362.10	
60993	12/18/17	109.98 002721		NEXTEL COMMUNICATIONS/SPRINT		82114	CREDIT	-69.36	
60994	12/18/17	495.59 004		NORTH BAY FORD LINC-MERCURY		82077	SIGNS	483.87	
60995	12/18/17	5,617.91 009		PACIFIC GAS & ELECTRIC		82090	OVERSIZED LETTERHEAD	948.43	
60996	12/18/17	885.52 043		PALACE ART & OFFICE SUPPLY		82070	TRAVEL REIMBURSEMENT	654.14	
						82110	TOW VEH #9825	324.00	
						82111	TOWING VEH #2307	720.00	
						82078	OCT 17 LEGAL ADS	244.62	
						82079	NOV 17 LEGAL ADS	104.19	
						82075	BOARD MEETING INTERP	675.00	
						82016	WASTE OIL	426.00	
						82044	SECURITY FENCE DESIG	462.00	
						82017	CUSTODIAL SUPPLIES	95.92	
						82018	CREDIT	-61.04	
						82019	INVENTORY ORDER	2,207.74	
						82005	****-****-****-1598	325.31	
						82048	****-****-****-1598	209.84	
						82115	10/26-11/25 TVM WIRE	109.98	
						82042	RPR VEH #1105 PC	129.64	
						82064	RPR VEH #1108 PC	16.54	
						82065	INVENTORY ORDER	45.52	
						82066	RPR VEH #1122 PC	303.89	
						82049	11/3-12/4SVT WTC PNR	2,328.31	
						82050	11/2-12/3 SVT	59.84	
						82073	10/27-11/27 1200A RI	3,229.76	
						82060	OFFICE SUPPLIES	136.75	
						82080	OFFICE SUPPLIES	41.82	
						82117	OFFICE SUPPLIES	533.77	
						82118	OFFICE SUPPLIES	4.87	
						82135	OFFICE SUPPLIES	107.66	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 10

DATE: 12/01/17 THRU 12/31/17

CHECK # START THRU 9999999

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK VENDOR AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
60997	12/18/17	656.50 481		PIED PIPER EXTERMINATORS, INC.		82136	OFFICE SUPPLIES	60.65	
						82021	DEC 17 PEST OPS PARK	62.50	
						82022	DEC 17 PEST VERNON	190.50	
						82023	DEC 17 PEST GOLF	67.50	
						82024	DEC17 PEST OPS CREEK	105.00	
						82052	DEC 17 PEST METROMKT	55.50	
						82053	DEC 17 PEST PAC KIOS	40.00	
						82054	DEC 17 PEST BETTYS	60.00	
						82124	DEC 17 PEST WTC	75.50	
60998	12/18/17	369.51 882		PRINT SHOP SANTA CRUZ	7	82137	HOLIDAY LABELS	369.51	
60999	12/18/17	127.61 107A		PROBULD COMPANY LLC		82013	STRAINER FOR SINK	14.99	
						82014	STENCIL KIT	9.00	
						82056	CABINETS WTC	42.77	
						82091	RPR SHOP SINK	10.57	
						82092	RPR LEAK PC	42.44	
						82093	THERMOMETER	7.84	
61000	12/18/17	593.25 001153		REPUBLIC ELEVATOR COMPANY INC		82063	DEC 17 MAINTENANCE	593.25	
61001	12/18/17	468.82 045		ROYAL WHOLESAL ELECTRIC		82020	OUTLET FOR BAYS	468.82	
61002	12/18/17	130.00 265		SAN MATEO COUNTY TRANSIT DIST.		82043	12/18-12/22 TRAINING	130.00	
61003	12/18/17	114.64 135		SANTA CRUZ AUTO PARTS, INC.		82035	INVENTORY ORDER	114.64	
61004	12/18/17	398.30 079		SANTA CRUZ MUNICIPAL UTILITIES		82119	10/12-11/9 PARACRUZ	398.30	
61005	12/18/17	240.00 001292		SANTA CRUZ RECORDS MNGMT INC		82058	NOV 17 SHREDDING	240.00	
61006	12/18/17	1,000.00 003261		SCRITC SOUTHERN CA REGIONAL		82112	FY18 MEMBERSHIP	1,000.00	
61007	12/18/17	2,500.00 002267		SHAW / YODER / ANTWIH, INC.		82076	DEC 17 LEGISLATE SVC	2,500.00	
61008	12/18/17	1,500.00 001277		SJB GLOBALNET, INC.		82008	DEC 17 AGREEMENT	1,500.00	
61009	12/18/17	896.42 001976		SPORTWORKS NORTHWEST, INC.		82131	INVENTORY ORDER	896.42	
61010	12/18/17	10,600.00 002871		STATE ELECTRIC GENERATOR		82010	ANNUAL GENERATOR TES	10,600.00	
61011	12/18/17	3,000.00 003189		THE BUS COALITION INC		82096	2018 ANNUAL DUES	3,000.00	
61012	12/18/17	3,944.45 003285		TRANSIT HOLDINGS INC		82026	INVENTORY ORDER	695.53	
						82027	INVENTORY ORDER	2,025.60	
						82028	INVENTORY ORDER	424.55	
						82029	INVENTORY ORDER	333.58	
						82067	CREDIT	-80.00	
						82083	INVENTORY ORDER	22.56	
						82127	INVENTORY ORDER	138.82	
						82128	RPR VEH #2810	383.81	
						82113	RPR VEH #1125 PC	416.66	
61013	12/18/17	416.66 003268		TWO GO LLC DBA MONTEREY BAY		82015	MATS OPS	6.48	
61014	12/18/17	12.96 003152		UNIFIRST CORPORATION		82120	MATS OPS	6.48	
						82088	FREIGHT	74.59	
61015	12/18/17	74.59 007		UNITED PARCEL SERVICE		82129	INVENTORY ORDER	3,555.20	
61016	12/18/17	3,653.26 002829		VALLEY POWER SYSTEMS, INC.		82130	INVENTORY ORDER	98.06	
61017	12/18/17	530.14 434		VERIZON WIRELESS	0	82081	11/2-12/1 PARACRUZ	308.92	
61018	12/18/17	275.00 003316		WATER TECH SPECIALTIES INC		82089	11/2-12/1 PUSH2TALK	221.22	
61019	12/18/17	172.48 147		ZEE MEDICAL SERVICE CO.		82009	NOV 17 SYSTEM TEST	275.00	
						82098	FIRST AID SUPPLIES	84.05	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 11

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

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61020	12/22/17	1,004.75 003151		ABC BUS INC		82099	FIRST AID SUPPLIES	54.61	
61021	12/22/17	43.00 E902		ABREGO, NATHANAE		82100	FIRST AID SUPPLIES	5.22	
61022	12/22/17	40.00 001088		ADVANCED MECHANICAL SERVICES	7	82101	FIRST AID SUPPLIES	28.60	
61023	12/22/17	14,185.61 001348		ATHENS INSURANCE SERVICE, INC.		82190	INVENTORY ORDER	1,004.75	
61024	12/22/17	220.05 002689		B & B SMALL ENGINE CORP		82144	DRIVERS LIC RENEWAL	43.00	
						82272	BACKFLOW TEST	40.00	
						82243	OCT 17 W/C REPLENISH	14,185.61	
						82150	RPR PRESSURE WASHER	68.20	
						82151	HANDHELD BLOWER	151.85	
						82146	BATTERIES	29.42	
						82147	BATTERIES	227.69	
						82152	BATTERIES	2,838.00	
61026	12/22/17	2,838.00 059		BATTERIES USA, INC.		82214	JAN 18 MEDICAL	765,247.61	
61027	12/22/17	765,247.61 502		CA PUBLIC EMPLOYEES'		82249	JAN 18 RETIREE SUPP	88.90	
61028	12/22/17	88.90 M022		CAPELLA, KATHLEEN	0	82175	NOV 17 1200B RIVER	157.45	
61029	12/22/17	2,231.73 002034		CARLON'S FIRE EXTINGUISHER		82176	DEC 17 GOLF CLUB	713.04	
						82179	DEC 17 1200A RIVER	217.50	
						82180	DEC 17 PACIFIC	340.65	
						82181	DEC 17 VERNON	575.98	
						82182	DEC 17 WTC	227.11	
						82252	INVENTORY ORDER	87.20	
61030	12/22/17	87.20 001159		CATTO'S GRAPHICS, INC.		82226	OFFICE SUPPLIES	145.60	
61031	12/22/17	533.86 002627		CDW GOVERNMENT, INC.		82250	ACCESS CONTROL SYSTE	388.26	
						82271	TRAVEL REIMBURSEMENT	127.27	
61032	12/22/17	127.27 E1006		CHURCH, JOLENE		82204	MIDLIFE VEH #2238	6,311.05	
61033	12/22/17	11,992.00 909		CLASSIC GRAPHICS		82227	MIDLIFE REPAINT 2211	5,680.95	
						82232	LNG 10/31/17	7,466.04	
61034	12/22/17	78,920.97 001124		CLEAN ENERGY		82233	LNG 10/27/17	6,343.96	
						82234	LNG 10/25/17	7,441.07	
						82235	LNG 10/23/17	7,449.14	
						82236	LNG 10/19/17	7,200.94	
						82237	LNG 10/17/17	7,408.75	
						82238	LNG 10/03/17	7,155.40	
						82239	LNG 10/05/17	7,445.47	
						82240	LNG 10/9/17	7,485.86	
						82241	LNG 10/11/17	7,429.32	
						82242	LNG 10/13/17	6,095.02	
						82185	INVENTORY ORDER	2,116.88	
61035	12/22/17	9,030.47 003116		CUMMINS PACIFIC LLP		82186	RPR VEH #1001	2,955.14	
						82217	SWING ENGINE REBUILD	3,952.41	
						82267	CREDIT	-48.71	
						82231	INVENTORY ORDER	54.75	
61036	12/22/17	2,626.40 002949		DEANE INDUSTRIAL MACHINING		82251	CYL HEAD VEH #9828	1,374.00	
61037	12/22/17	12,712.62 002104		DEPT OF INDUSTRL RELATIONS-SIP		82164	RPR VEH #9828	1,252.40	
61038	12/22/17	730.30 480		DIESEL MARINE ELECTRIC, INC.		82183	FY17 ASSESSMENT FEE RPR IDLER ASSEMBLY	12,712.62 730.30	

Attachment A

DATE 01/02/18 11:09

PAGE 12

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

DATE: 12/01/17 THRU 12/31/17

CHECK # START THRU 9999999

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61039	12/22/17	803.86 001329		DOC AUTO LLC		82276	RPR VEH #803	803.86	
61040	12/22/17	5,741.88 003274		EAST BAY TIRE CO.		82155	TIRES	435.98	
						82156	FLAT TIRE REPAIR	36.00	
						82157	TIRES	147.47	
						82158	TIRES	2,058.17	
						82159	TIRES	2,042.84	
						82160	TIRES	1,021.42	
61041	12/22/17	1,230.20 432		EXPRESS SERVICES INC.		82177	TEMP W/E 12/3/17	627.76	
						82178	TEMP W/E 12/10/17	602.44	
61042	12/22/17	405.73 001172		FERGUSON ENTERPRISES INC. #795		82149	CABINETS WTC	245.00	
61043	12/22/17	41,761.78 002295		FIRST ALARM		82273	PLUMBING SUPPLIES	160.73	
61044	12/22/17	8,206.65 002952		FLYERS ENERGY LLC		82167	NOV 17 SECURITY ALL	40,961.78	
61045	12/22/17	66.43 003279		FRONTIER COMMUNICATIONS CORP		82168	NOV 17 SECURITY OPS	800.00	
61046	12/22/17	185.60 647		GENFARE A DIV OF SPX CORP		82161	11/16-11/30 FUEL	8,206.65	
61047	12/22/17	665.13 117		GILLIG LLC		82172	11/13-12/12 SKYLINE	66.43	
						82269	RPR PEM MACHINE	185.60	
						82187	INVENTORY ORDER	144.08	
						82188	INVENTORY ORDER	362.16	
						82189	RPR VEH #2406 PC	158.89	
61048	12/22/17	44.45 M041		GOUVEIA, ROBERT	0	82244	JAN 18 RETIREE SUPP	44.45	
61049	12/22/17	221.88 282		GRAINGER		82173	REPLACE MICROWAVE	221.88	
61050	12/22/17	283.56 001097		GREENWASTE RECOVERY, INC.		82206	NOV 17 WASTE PC	283.56	
61051	12/22/17	15,336.67 001745		HARTFORD LIFE AND ACCIDENT INS		82142	DEC 17 LTD	10,734.44	
						82143	DEC 17 AD&D	4,602.23	
61052	12/22/17	6,921.74 003178		HILL INTERNATIONAL INC		82280	SEPT 17 PMC SERVICES	506.14	
61053	12/22/17	1,424.70 1117		KELLEY'S SERVICE INC.		82281	JUL17 PMC SERVICES	6,415.60	
61054	12/22/17	23,627.38 003366		KEY GOVERNMENT FINANCE INC		82153	INVENTORY ORDER	365.75	
61055	12/22/17	911.03 167		KEYSTON BROTHERS		82184	INVENTORY ORDER	1,039.86	
61056	12/22/17	1,816.13 001233		KIMBALL MIDWEST		82223	SPARK PLUGS	5.38	
61057	12/22/17	2,316.00 003271		KJRB INC		82224	INVENTORY ORDER	13.71	
61058	12/22/17	375.00 003195		LANDAVERY, CARLOS G.		82205	DEC 17 LEASE	23,627.38	
61059	12/22/17	692.01 003227		LOBNER, DON		82210	INVENTORY ORDER	877.21	
61060	12/22/17	16,936.76 003017		MANSFIELD OIL CO OF GAINSVILLE		82211	INVENTORY ORDER	33.82	
61061	12/22/17	44.16 E1007		MARTINEZ, FREDDIE		82165	INVENTORY ORDER	1,816.13	
61062	12/22/17	80.00 001342		MCW ASSOCIATES, INC.		82268	TOWING BUS #2812	1,812.00	
61063	12/22/17	2,009.30 003273		MGP XI REIT LLC		82270	TOWING VEH #9818	504.00	
61064	12/22/17	739.35 009		PACIFIC GAS & ELECTRIC		82207	TRANSLATION SERVICES	375.00	
61065	12/22/17	580.98 023		PACIFIC TRUCK PARTS, INC.		82229	RPR TRANSMISSION JAC	410.63	
61066	12/22/17	349.47 043		PALACE ART & OFFICE SUPPLY		82230	RPR SHOP FLOOR JACK	281.38	
						82266	DIESEL 12/5/17	16,936.76	
						82145	TRAINING REIMBURSEME	44.16	
						82166	NOV 17 SERVICES	80.00	
						82169	JAN 18 RENT	2,009.30	
						82253	11/7-12/6 PARACRUZ	739.35	
						82228	INVENTORY ORDER	580.98	
						82174	OFFICE SUPPLIES	333.13	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 13

CHECK # START THRU 9999999 DATE: 12/01/17 THRU 12/31/17

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61067	12/22/17	44.45 M109		PEREZ, CHERYL		82212	OFFICE SUPPLIES	16.34	
61068	12/22/17	40,145.80 002939		PREFERRED BENEFIT		82245	JAN 18 RETIREE SUPP	44.45	
61069	12/22/17	225.45 003020		QUEST DIAGNOSTIC INC.		82113	DEC 17 DENTAL	40,145.80	
61070	12/22/17	4,023.12 003154		ROMAINE ELECTRIC CORP		82162	NOV 17 DOT DRUG TEST	225.45	
61071	12/22/17	88.90 M085	0	ROSSI, DENISE		82222	INVENTORY ORDER	4,023.12	
61072	12/22/17	44.45 M030		ROWE, RUBY		82246	JAN 18 RETIREE SUPP	88.90	
61073	12/22/17	421.19 135		SANTA CRUZ AUTO PARTS, INC.		82247	JAN 18 RETIREE SUPP	44.45	
						82225	INVENTORY ORDER	105.87	
						82254	RPR VEH #1401	188.21	
						82255	INVENTORY ORDER	118.33	
						82256	INVENTORY ORDER	8.78	
61074	12/22/17	15,843.83 001075	7	SOQUEL III ASSOCIATES		82170	JAN 18 RENT	15,843.83	
61075	12/22/17	289.68 001232		SPECIALIZED AUTO AND		82264	SMOG TEST VEH #2406	80.00	
						82265	SMOG TEST VEH#2405PC	80.00	
						82274	SMOG TEST VEH#2401PC	80.00	
						82275	SMOG TEST VEH#2402PC	49.68	
61076	12/22/17	500.17 001008		SWAGelok NORTHERN CALIFORNIA		82277	INVENTORY ORDER	500.17	
61077	12/22/17	10,776.45 003285		TRANSIT HOLDINGS INC		82198	RPR VEH #2218	12.74	
						82199	RPR VEH #2218	1,389.24	
						82200	INVENTORY ORDER	2.50	
						82201	INVENTORY ORDER	3,459.21	
						82202	INVENTORY ORDER	1,575.03	
						82203	RPR VEH #2810	26.14	
						82218	INVENTORY ORDER	2,638.30	
						82219	INVENTORY ORDER	136.69	
						82220	INVENTORY ORDER	16.88	
						82221	INVENTORY ORDER	82.00	
						82261	RPR VEH #2235	70.32	
						82262	INVENTORY ORDER	1,307.24	
						82263	INVENTORY ORDER	60.16	
61078	12/22/17	1,181.15 003037		TYCO INTEGRATED SECURITY		82148	CNG LEAK BUS #2222	490.65	
						82258	1/1-3/31 920 PACIFIC	287.07	
						82259	1/1-3/31 ALARM WTC	207.83	
						82260	1/1-3/31 ALARM SVT	195.60	
61079	12/22/17	8,089.26 057		U.S. BANK		82278	***-***-***-6086	3,294.47	
						82279	***-***-***-5056	4,794.79	
61080	12/22/17	113.38 007		UNITED PARCEL SERVICE		82257	FREIGHT	113.38	
61081	12/22/17	4,635.47 002829		VALLEY POWER SYSTEMS, INC.		82191	INVENTORY ORDER	855.20	
						82192	INVENTORY ORDER	1,095.44	
						82193	INVENTORY ORDER	524.03	
						82194	INVENTORY ORDER	1,848.87	
						82195	CREDIT	-340.63	
						82196	CREDIT	-170.31	
						82197	CREDIT	-68.13	
						82208	INVENTORY ORDER	395.63	
						82209	RPR VEH #9830	582.57	

Attachment A

DATE 01/02/18 11:09

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
CHECK JOURNAL DETAIL BY CHECK NUMBER
ALL CHECKS FOR ACCOUNTS PAYABLE

PAGE 14

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61082	12/22/17	2,350.19 221	2,350.19	VEHICLE MAINTENANCE PROG INC		82215	CREDIT	-87.20	
61083	12/22/17	277.00 915	277.00	WORKIN.COM, INC.		82154	FILTERS	2,350.19	
61084	12/22/17	44.45 M088	44.45	YAGI, RANDY	0	82163	JOB PLACEMENT AD	277.00	
						82248	JAN 18 RETIREE SUPP	44.45	
TOTAL			1,605,475.77	ACCOUNTS PAYABLE			TOTAL CHECKS	257	1,605,475.77

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DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: ACCEPT AND FILE MINUTES OF THE SANTA CRUZ METRO BOARD
OF DIRECTORS MEETING OF NOVEMBER 17, 2017**

I. RECOMMENDED ACTION

That the Board of Directors Accept and File the Minutes for the Santa Cruz Metropolitan Transit District (METRO) Board of Directors Meeting of November 17, 2017

II. SUMMARY

- Staff is providing minutes from the Santa Cruz Metropolitan Transit District (METRO) Board of Directors Meeting of November 17, 2017.
- Each meeting, the Executive Assistant will provide minutes from the previous METRO Board of Directors meeting.

III. DISCUSSION/BACKGROUND

The Board requested that staff include, in the Board Packet, minutes for previous METRO Board of Directors meetings. Staff is enclosing the minutes from these meetings.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None.

V. ALTERNATIVES CONSIDERED

None

VI. ATTACHMENTS

Attachment A: Draft minutes for the Board of Directors Meeting of November 17, 2017

Prepared by: Gina Pye, Executive Assistant

VII. APPROVALS:

Alex Clifford, CEO/General Manager



Attachment A



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
BOARD OF DIRECTORS AGENDA MEETING MINUTES*
NOVEMBER 17, 2017 – 9:00 AM
WATSONVILLE CITY COUNCIL CHAMBERS
275 MAIN STREET
WATSONVILLE, CA 95076**

A regular meeting of the Board of Directors of the Santa Cruz Metropolitan Transit District (METRO) was convened on Friday, November 17, 2017 at the Watsonville City Council Chambers, 275 Main Street, Watsonville, CA

The Board Meeting Agenda Packet can be found online at www.SCMTD.com and is available for inspection at Santa Cruz METRO's Administrative offices at 110 Vernon Street, Santa Cruz, California. *Minutes are "summary" minutes, not verbatim minutes. Audio recordings of Board meeting open sessions are available to the public upon request.

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SECTION I: OPEN SESSION

1 CALL TO ORDER at 9:04 AM by Chair Dutra.

2 ROLL CALL: The following Directors were **present**, representing a quorum:

Director Ed Bottorff	City of Capitola
Director Cynthia Chase	City of Santa Cruz
Director Jimmy Dutra	City of Watsonville
Director Norm Hagen	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Donna Lind	City of Scotts Valley
Director Cynthia Mathews	City of Santa Cruz
Director Bruce McPherson	County of Santa Cruz
Director Oscar Rios	City of Watsonville
Director Dan Rothwell	County of Santa Cruz
Director Mike Rotkin	County of Santa Cruz
Ex-Officio Director Larry Pageler	UC Santa Cruz
Ex-Officio Director Liber McKee	Cabrillo College

Ex-Officio Director McKee and Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

STAFF PRESENT:

Alex Clifford
Julie Sherman

METRO CEO/General Manager
METRO General Counsel

Attachment A

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT (IN ALPHABETICAL ORDER) WERE:

Eulalio Abrego, Bus Operator
Angela Aitken, METRO
Jolene Church, METRO

Debbie Kinslow, METRO
Joey Martinez, MAC
Daniel Zaragoza, METRO

3 ANNOUNCEMENTS

Chair Dutra introduced Carlos Landaverry and his Spanish Language interpretation services. He announced that the meeting is being televised by Community Television of Santa Cruz County with technician, Mr. Victor Herrmann, and today's Watsonville City Technician is Mr. Suryel Vazquez.

4 BOARD OF DIRECTORS COMMENTS

Numerous Board members expressed their appreciation to all who contributed to the successful passage of Cabrillo College's Student Bus Pass Program.

Chair Dutra invited the assembly to attend the 6:00PM November 20th outreach event to discuss the Watsonville Transit Center mural project. The mural artist will be in attendance.

Hearing no further comments, Chair Dutra moved to the next agenda item.

5 COMMUNICATIONS TO THE BOARD OF DIRECTORS

A number of the public spoke regarding a variety of issues:

- Mrs. Ofelia Gomez expressed concerns pertaining to several intersections within the county and requested changes to Route 71.
- Brian Peoples, Trail Now representative, noted their support of METRO and Measure D. He suggested METRO Board members be more vocal in their support of METRO and it's funding needs.
- Eulalio Abrego, Bus Operator, expressed concerns related to the articulated buses.

6 COMMUNICATIONS FROM MAC

Having none, Chair Dutra moved to the next item.

7 LABOR ORGANIZATION COMMUNICATIONS

Having none, Chair Dutra moved to the next item.

8 ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

CONSENT AGENDA

9-01 RECOMMENDED ACTION ON TORT CLAIMS

9-02 ACCEPT AND FILE: PRELIMINARY APPROVED CHECK JOURNAL DETAIL FOR THE MONTH OF OCTOBER 2017

9-03 ACCEPT AND FILE: MINUTES OF THE SANTA CRUZ METRO OCTOBER 27, 2017 REGULAR BOARD OF DIRECTORS MEETING AND MINUTES OF THE NOVEMBER 10, 2017 SPECIAL BOARD OF DIRECTORS MEETING

Attachment A

Board of Directors Meeting Minutes
November 17, 2017
Page 3 of 6

- 9-04 ACCEPT AND FILE: METRO PARACRUZ OPERATIONS STATUS REPORT FOR JULY, AUGUST AND SEPTEMBER 2017
- 9-05 ACCEPT AND FILE: METRO SYSTEM RIDERSHIP REPORTS FOR THE FIRST QUARTER OF FY18
- 9-06 ACCEPT AND FILE: QUARTERLY STATUS REPORT OF GRANT APPLICATIONS, ACTIVE GRANTS AND FUTURE OPPORTUNITIES JULY – SEPTEMBER 2017
- 9-07 APPROVE: CONSIDER A RESOLUTION DESIGNATING THE CEO AS THE AUTHORIZED AGENT TO SUBMIT A PROJECT LIST AND EXECUTE AGREEMENTS TO RECEIVE CALIFORNIA STATE OF GOOD REPAIR FUNDS
- 9-08 APPROVE: CONSIDER A RESOLUTION AUTHORIZING THE CEO TO SUBMIT A GRANT APPLICATION AND EXECUTE ALL DOCUMENTS AND FURTHER ACTIONS NECESSARY TO CALIFORNIA TRANSIT AND INTERCITY RAIL CAPITAL PROGRAM FUNDS
- 9-09 PULLED FROM CONSENT AT VICE CHAIR McPHERSON'S REQUEST**
APPROVE: CONSIDERATION OF A RESOLUTION APPROVING PROJECTS AND AUTHORIZING THE CEO TO SUBMIT APPLICATIONS AND EXECUTE DOCUMENTS AND FURTHER ACTIONS NECESSARY TO RECEIVE CALIFORNIA SB1 LOCAL PARTNERSHIP PROGRAM FUNDS
- 9-10 APPROVE: CONSIDERATION OF AUTHORIZING THE CEO TO EXECUTE A CONTRACT WITH GIRO, INC. FOR HASTUS SOFTWARE MAINTENANCE AND SUPPORT
- 9-11 APPROVE: CONSIDERATION OF AUTHORIZING THE CEO TO APPROVE THE PURCHASE OF SERVERS IN A TOTAL AMOUNT NOT TO EXCEED \$50,000
- 9-12 ACCEPT AND FILE: SANTA CRUZ METRO'S ANNUAL INVENTORY OF OWNED AND LEASED PROPERTY
- 9-13 APPROVE: CONSIDERATION OF AUTHORIZING INCREASED CONTRACT AUTHORITY TO REFLECT AN ADDITIONAL AMOUNT OF FUNDING FOR THE LEASE-TO-PURCHASE OF THREE FORTY-FOOT NEW FLYER XCELSIOR BUSES FROM PAUL REVERE TRANSPORTATION

Public comment:

Mrs. Ofelia Gomez elaborated on her concerns pertaining to several intersections within the county and requested changes to Routes 69W, 71 and 91.

ACTION: MOTION TO ACCEPT THE CONSENT AGENDA AS PRESENTED, EXCEPTING AGENDA ITEM 9-09, CONSIDERATION OF A RESOLUTION APPROVING PROJECTS AND AUTHORIZING THE CEO TO SUBMIT APPLICATIONS AND EXECUTE DOCUMENTS AND FURTHER ACTIONS NECESSARY TO RECEIVE CALIFORNIA SB1 LOCAL PARTNERSHIP PROGRAM FUNDS, WHICH WAS PULLED FROM CONSENT

11-03A.3

Attachment A

MOTION: DIRECTOR ROTKIN

SECOND: DIRECTOR LIND

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

REGULAR AGENDA

9-09 PULLED FROM CONSENT AT REQUEST OF VICE CHAIR McPHERSON TO BE DISCUSSED AS THE FIRST ITEM UNDER THE REGULAR AGENDA

APPROVE: CONSIDERATION OF A RESOLUTION APPROVING PROJECTS AND AUTHORIZING THE CEO TO SUBMIT APPLICATIONS AND EXECUTE DOCUMENTS AND FURTHER ACTIONS NECESSARY TO RECEIVE CALIFORNIA SB1 LOCAL PARTNERSHIP PROGRAM FUNDS

CEO Clifford provided background to the agenda item and summarized the request.

Public comments:

Luis Mendez, SCCRTC Deputy Director, provided a brief summary of RTC's plan, adding the Call for Projects recommendations will be presented to the Commission at the 12/7/17 meeting.

Board comments:

Board members expressed their opinions and support for the agenda item. They also suggested the following change to the second line in the first paragraph on page two of the resolution: Insert the words "believes it" such that the paragraph now reads: WHEREAS, the expenditure plan for Santa Cruz County Measure D allocates 16% of its tax revenue to METRO; therefore, METRO believes it is entitled to 16% of the County's LPP revenue earned by virtue of Measure D; and,

ACTION: MOTION TO APPROVE THE RESOLUTION AS AMENDED APPROVING PROJECTS AND AUTHORIZING THE CEO TO SUBMIT APPLICATIONS AND EXECUTE DOCUMENTS AND FURTHER ACTIONS NECESSARY TO RECEIVE CALIFORNIA SB1 LOCAL PARTNERSHIP PROGRAM FUNDS AS PRESENTED WITH THE INCORPORATED CHANGES

MOTION: DIRECTOR McPHERSON

SECOND: DIRECTOR ROTKIN

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

10 RESOLUTION OF APPRECIATION FOR RETIREE, SAMUEL G. GARCIA

In the absence of Mr. Garcia, the resolution was read aloud. Chair Dutra thanked Mr. Garcia for his contributions in absentia.

.ACTION: MOTION TO ACCEPT THE RESOLUTION OF APPRECIATION AS PRESENTED.

MOTION: DIRECTOR ROTKIN

SECOND: DIRECTOR ROTHWELL

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

Attachment A

11 APPROVE: REQUEST BOARD OF DIRECTORS TO REFER TO THE FINANCE STANDING COMMITTEE A DISCUSSION ABOUT INITIATING A FARE RESTRUCTURING ANALYSIS

Barrow Emerson, Planning and Development Manager, provided commentary to the agenda item.

Board members expressed their support for new technology, which would enable METRO to get away from the physical loading of currency into the till, which takes a lot of time and affects the system's on-time performance.

There were no public comments.

ACTION: MOTION TO APPROVE THE REQUEST TO THE BOARD OF DIRECTORS TO REFER TO THE FINANCE STANDING COMMITTEE A DISCUSSION ABOUT INITIATING A FARE RESTRUCTURING ANALYSIS AS PRESENTED

MOTION: DIRECTOR ROTKIN

SECOND: DIRECTOR HAGEN

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

12 ACCEPT AND FILE THE YEAR TO DATE MONTHLY FINANCIAL REPORT AS OF AUGUST 31, 2017

Angela Aitken, Finance Manager, provided commentary to the presentation and directed the Board's attention to the highlighted lines on the distributed document entitled, "Santa Cruz Metropolitan Transit District 5 Year Budget Plan", which delineates at-risk STA funding over the next five years. (See attached). Director Rotkin requested Ms. Aitken add the word "probably" to the last sentence on the document.

Board members and staff discussed ridership statistics and overtime as referenced in the board packet.

There were no public comments.

ACTION: MOTION TO ACCEPT AND FILE THE YEAR TO DATE MONTHLY FINANCIAL REPORT AS OF JULY 31, 2017 AS PRESENTED

MOTION: DIRECTOR ROTKIN

SECOND: DIRECTOR ROTHWELL

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

13 ORAL METRO ADVISORY COMMITTEE (MAC) SEMI ANNUAL REPORT

Joseph Martinez, MAC Vice Chair, provided an oral report of the MAC's activities over the past six months, expressing their appreciation for the timely text messages. On behalf of the MAC members, he requested Wi-Fi be extended to Routes 71, 91, 69W and 35, which could help to increase ridership, lessening traffic congestion and easing parking requirements.

14 THREE METRO ADVISORY COMMITTEE (MAC) MEMBERS' TERMS EXPIRE DECEMBER 31, 2017

Public comments:

Joseph Martinez, MAC Vice Chair, expressed concern with the three retiring MAC members.

Attachment A

CEO Clifford addressed Mr. Martinez's concerns and explained the recruitment process to fill vacancies.

ACTION: MOTION TO OPEN A 30-DAY NOMINATION PERIOD BEGINNING DECEMBER 1, 2017, TO ACCEPT NOMINEES INCLUDING ENCOURAGING CURRENT MAC MEMBERS TO APPLY IF THEY ARE INTERESTED AND ASK THAT THEY CONTINUE TO SERVE UNTIL THEY ARE REPLACED.

MOTION: DIRECTOR ROTKIN

SECOND: DIRECTOR HAGEN

MOTION PASSED WITH 6 AYES (Directors Dutra, Hagen, Lind, McPherson, Rothwell and Rotkin). Directors Bottorff, Chase, Leopold, Mathews and Rios were absent.

21 CEO ORAL REPORT

Alex Clifford, CEO/General Manager, commented on a variety of topics:

- Copies of the half-sheet tri-fold brochure entitled, "Santa Cruz METRO's Dramatic Fiscal Recovery" demonstrating METRO's path to long-term financial viability were made available to the Board and assembly.
- METRO's Schedule by Stop service (an interim step to the AVL) Public Service Announcement was viewed.
- Articulated bus training is scheduled to begin November 20 with a plan to be in service January 2018.
- The BYD electric bus trial did not evidence promised performance. Regular updates will be provided as the process proceeds.
- The Highway 17 Joint Powers Authority Agreement has been approved for next two years.
- Anticipated January Board Meeting agenda topics include:
 - October ridership was up approximately 6% year-over-year. Further information will be provided at the January 2018 Board meeting.
 - ParaCruz, Fixed Route and a Facilities Code of Conduct will be circulated to the unions for review, with an intent to bring the matters before the Board at the January meeting.
- Board members were invited to participate in the upcoming METRO events:
 - November 21 Thanksgiving potluck at METRO Admin offices
 - December 2 Holiday Parade in Downtown Santa Cruz
 - December 20 Christmas/Holiday potluck at METRO Admin offices

There were no public comments.

22 ANNOUNCEMENT OF NEXT MEETING: FRIDAY, JANUARY 26, 2018, AT 9:00AM AT METRO'S ADMIN OFFICES, 110 VERNON STREET, SANTA CRUZ, CA

Chair Dutra announced the next meeting as above.

23 ADJOURNMENT

Chair Dutra adjourned the meeting at 10:41AM

Respectfully submitted,

Gina Pye
Executive Assistant



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: ACCEPT AND FILE MINUTES OF THE SANTA CRUZ METRO
FINANCE, BUDGET AND AUDIT STANDING COMMITTEE MEETING
OF JANUARY 5, 2018**

I. RECOMMENDED ACTION

That the Board of Directors Accept and File the Minutes for the Santa Cruz Metropolitan Transit District (METRO) Finance, Budget and Audit Standing Committee Meeting of January 5, 2018

II. SUMMARY

- Staff is providing minutes from the Santa Cruz Metropolitan Transit District (METRO) Finance, Budget and Audit Standing Committee Meeting of January 5, 2018.
- Each meeting, the Executive Assistant will provide minutes from the previous METRO Committee meeting.

III. DISCUSSION/BACKGROUND

The Board requested that staff include, in the Board Packet, minutes for previous METRO Committee meetings. Staff is enclosing the minutes from these meetings.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None.

V. ALTERNATIVES CONSIDERED

None

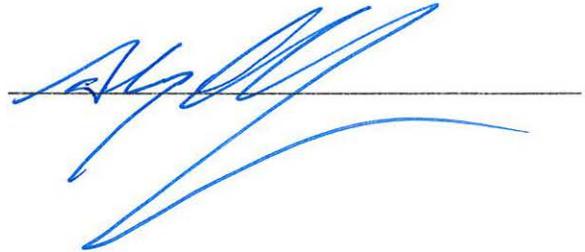
VI. ATTACHMENTS

Attachment A: Draft minutes for the Finance, Budget and Audit Standing Committee Meeting of January 5, 2018

Prepared by: Gina Pye, Executive Assistant

VII. APPROVALS:

Alex Clifford, CEO/General Manager

A handwritten signature in blue ink is written over a horizontal line. The signature is stylized and appears to be 'Alex Clifford'.

Attachment A



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
FINANCE, BUDGET AND AUDIT STANDING COMMITTEE AGENDA
MEETING MINUTES*
JANUARY 5, 2018 – 9:30 AM
METRO ADMIN OFFICES
110 VERNON STREET
SANTA CRUZ, CA 95060**

A Finance, Budget and Audit Standing Committee Meeting was convened on Friday, January 5, 2018 at METRO's Admin offices at 110 Vernon Street, Santa Cruz, California. The Meeting Agenda Packet can be found online at www.SCMTD.com and is available for inspection at METRO's Administrative offices at 110 Vernon Street, Santa Cruz, California. *Minutes are "summary" minutes, not verbatim minutes. Audio recordings of Board meeting open sessions are available to the public upon request.

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COMMITTEE ROSTER

Director John Leopold, Committee Chair	County of Santa Cruz
Director Donna Lind	City of Scotts Valley
Director Cynthia Mathews	City of Santa Cruz
Director Oscar Rios	City of Watsonville
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO District Counsel

MEETING TIME: 9:30AM

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

CALL TO ORDER

Meeting was called to order at 9:31AM by Committee Chair Leopold; noting all Committee Members were present

Director Rios was sworn in by Alex Clifford, CEO/General Manager.

ROLL CALL: The following Directors were **present**, representing a quorum:

Director Cynthia Mathews	City of Santa Cruz
Director Leopold	County of Santa Cruz
Director Donna Lind	City of Scotts Valley
Director Oscar Rios	City of Watsonville

Attachment A

Finance, Budget and Audit Standing Committee Meeting Minutes
January 5, 2018
Page 2 of 3

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT (IN ALPHABETICAL ORDER) WERE:

Angela Aitken, METRO
Debbie Kinslow, METRO

Pete Rasmussen, METRO

COMMUNICATIONS TO THE FINANCE, BUDGET & AUDIT STANDING COMMITTEE

Hearing none, the Committee Chair moved to the next agenda item.

ADDITIONS OR DELETIONS FROM AGENDA / ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

In response to Director Mathews' inquiry regarding the status of the Pacific Station redesign, Mr. Emerson advised that final interviews are being conducted next week in response to one RFP. The other was delayed due to consultant calendar conflicts.

ACCEPT AND FILE MINUTES OF THE JUNE 12, 2017 FINANCE, BUDGET AND AUDIT STANDING COMMITTEE MINUTES

There were no public comments.

ACTION: MOTION TO ACCEPT AND FILE THE MINUTES OF THE JUNE 12, 2017 FINANCE, BUDGET AND AUDIT STANDING COMMITTEE AS PRESENTED.

MOTION: Director Mathews

SECOND: Director Lind

MOTION CARRIED BY THOSE VOTING MEMBERS PRESENT.

APPROVE THE FINANCE STANDING COMMITTEE RECOMMENDATION TO THE BOARD OF DIRECTORS TO INITIATE A FARE RESTRUCTURING ANALYSIS PROCESS

Barrow Emerson, Planning and Development Manager, introduced Matt Marquez, Intern, and Pete Rasmussen, Transportation Planner. Mr. Emerson explained the purpose and intent behind the proposed fare restructuring analysis process and provided an attachment entitled, "Farebox Recovery %: FY12 to FY22". Referencing Attachment A, page 6A1.1, he noted that as costs continue to grow, the fare revenue is projected to remain stable. He added that potential pay increases over the next few years are not included; however, they are anticipated due to upcoming union negotiations.

CEO Clifford and others noted nationwide ridership is trending downward. METRO is being aggressive in assuming stable ridership. A presentation on ridership and trends will be presented at a future board meeting.

Director Leopold suggested the dates and specifics of previous fare increases be highlighted when presented to the Board.

Mr. Emerson and his department will be conducting an analysis relative to potential service to Los Gatos and/or San Jose Airport to address potential ridership growth opportunities.

Mr. Emerson added that METRO will be submitting a TIRCP grant application within the next couple of weeks requesting funding for approximately 20 mobile ticket readers and new buses. CEO Clifford reminded the assembly that the purpose of today's meeting was to initiate the fare restructuring analysis process. METRO will return in February with additional information addressing a number of matters; e.g., the high cost of living in Santa Cruz and the Bay area, the cost breakdown

Attachment A

Finance, Budget and Audit Standing Committee Meeting Minutes
January 5, 2018
Page 3 of 3

of all fare options (passes, discounts, etc.), and revenue potential of various levels of fare increase(s).

Mr. Rasmussen discussed fare payment technology and the anticipated benefits to METRO, our customers and the public. The Planning team has identified substandard fare technology in examples such as: the amount of time consumed processing cash payments, lack of a ticket vending machine and/or Customer Service at Diridon Station, etc.

METRO is currently considering two levels of fare technology:

- 1) Mobile ticketing; and,
- 2) Account-based systems

Discussion ensued surrounding funding opportunities and possible fare structures, METRO's customer base, the pros/cons of local and nationwide fare payment applications, the possible advantages of publicizing UCSC articulated buses, reaching out to local school districts, board members constituents, other public agencies/organizations, benefits of including METRO Operators, Customer Service and their input, etc.

Mr. Rasmussen will provide a copy of his talking points to the Committee Members under separate cover.

There were no public comments.

ACTION: MOTION TO APPROVE THE FINANCE STANDING COMMITTEE RECOMMENDATION TO THE BOARD OF DIRECTORS TO INITIATE A FARE RESTRUCTURING ANALYSIS PROCESS

MOTION: Director Lind

SECOND: Director Mathews

MOTION CARRIED BY THOSE VOTING MEMBERS PRESENT.

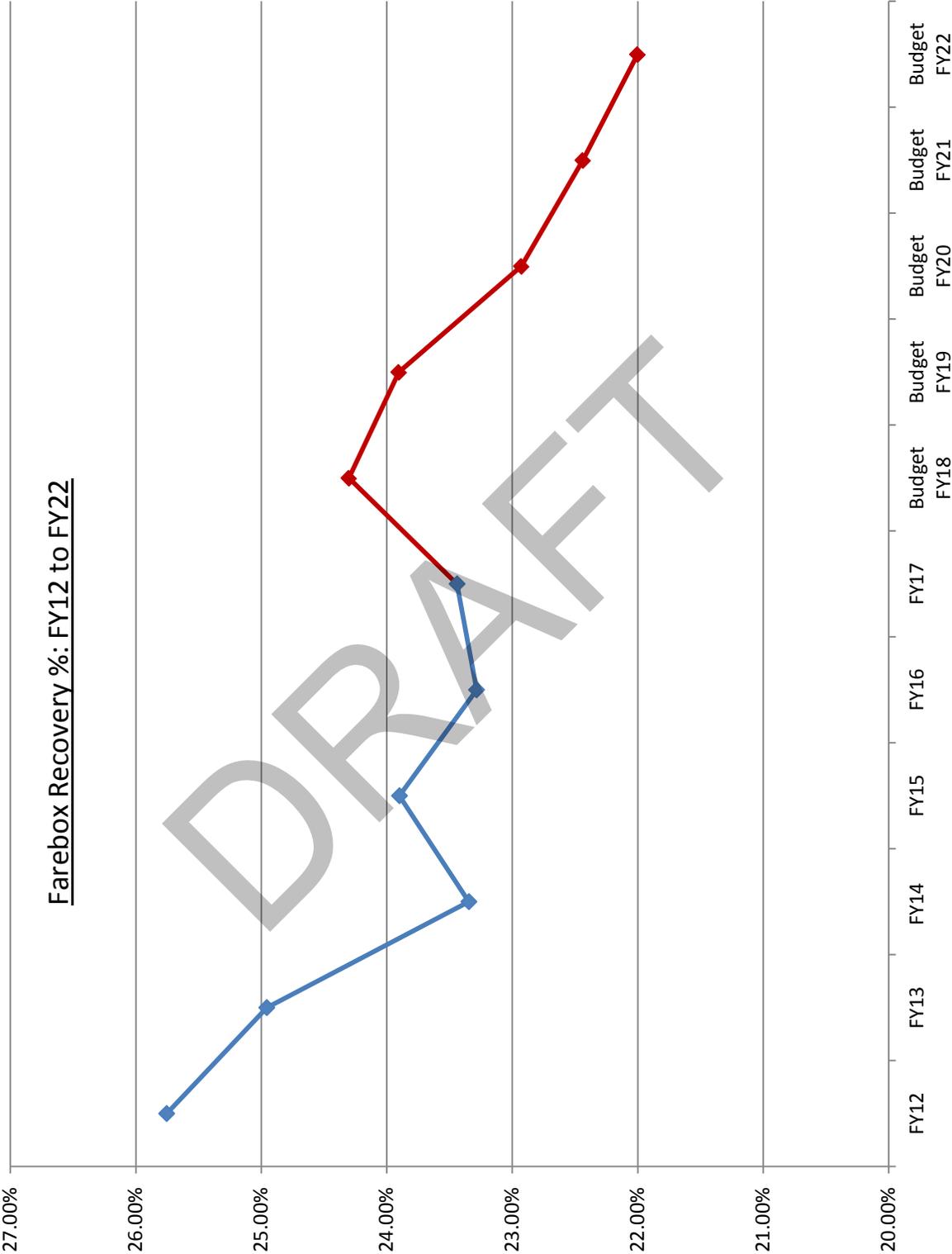
Committee Chair Leopold adjourned the meeting at 10:41AM.

Respectfully submitted,

Gina Pye
Executive Assistant

11-04A.3

Attachment





DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: ACCEPT AND FILE MINUTES OF THE SANTA CRUZ METRO
PERSONNEL/HR STANDING COMMITTEE MEETING OF JANUARY 16,
2018**

I. RECOMMENDED ACTION

That the Board of Directors Accept and File the Minutes for the Santa Cruz Metropolitan Transit District (METRO) Personnel/HR Standing Committee Meeting of January 16, 2018

II. SUMMARY

- Staff is providing minutes from the Santa Cruz Metropolitan Transit District (METRO) Personnel/HR Standing Committee Meeting of January 16, 2018.
- Each meeting, the Executive Assistant will provide minutes from the previous METRO Committee meeting.

III. DISCUSSION/BACKGROUND

The Board requested that staff include, in the Board Packet, minutes for previous METRO Committee meetings. Staff is enclosing the minutes from these meetings.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None.

V. ALTERNATIVES CONSIDERED

None

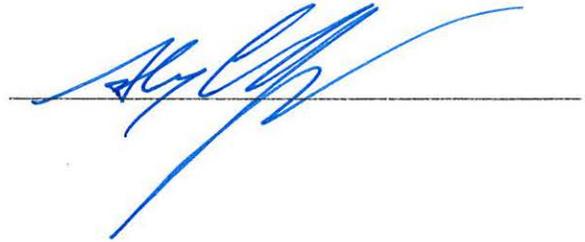
VI. ATTACHMENTS

Attachment A: Draft minutes for the Personnel/HR Standing Committee Meeting of January 16, 2018

Prepared by: Gina Pye, Executive Assistant

VII. APPROVALS:

Alex Clifford, CEO/General Manager



Attachment A



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)
PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE AGENDA
REGULAR MEETING MINUTES*
JANUARY 16, 2018 - 1:00PM
METRO ADMIN OFFICES
110 VERNON STREET
SANTA CRUZ, CA 95060**

The Personnel/Human Resources Standing Committee convened a meeting as referenced above. The Meeting Agenda Packet can be found online at www.SCMTD.com and is available for inspection at Santa Cruz Metro's Administrative offices at 110 Vernon Street, Santa Cruz, California. *Minutes are "summary" minutes, not verbatim minutes. Audio recordings of Board meeting open sessions are available to the public upon request.

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COMMITTEE ROSTER

Director Jimmy Dutra, Chair	City of Watsonville
Director Norm Hagen	County of Santa Cruz
Director John Leopold	County of Santa Cruz
Director Bruce McPherson, Vice Chair	County of Santa Cruz
Director Mike Rotkin, Past Immediate Chair	County of Santa Cruz
Alex Clifford	METRO CEO/General Manager
Julie Sherman	METRO General Counsel

CALL TO ORDER at 1:10PM by Committee Chair Dutra

ROLL CALL: The following Directors were present, representing quorum:

Director Jimmy Dutra, Chair	City of Watsonville
Director Norm Hagen	County of Santa Cruz

Attachment A

Personnel/HR Committee Meeting Minutes
January 16, 2018
Page 2 of 4

Director Bruce McPherson, Vice Chair County of Santa Cruz
Director Mike Rotkin, Past Immediate Chair County of Santa Cruz

Director John Leopold, County of Santa Cruz, was absent.

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT (IN ALPHABETICAL ORDER) WERE:

Erron Alvey	Joan Jeffries, SEIU – SEA
Patti Davidoski, SEIU	Olivia Martinez, SEIU
Juan Jose Garcia, SEIU – VMU	Michael Rios, SEIU – PSA
Anna Gouveia	

ADDITIONS/DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

None

COMMUNICATIONS TO THE PERSONNEL/HUMAN RESOURCES STANDING COMMITTEE

Eduardo Montesino expressed his opinion regarding communications between the unions and the management team. He reminded the assembly that contract negotiations would open in June 2019. Chair Dutra and Mr. Montesino discussed Mr. Montesino's concerns regarding the labor attorney's interpretation of the UTU MOU, including the consideration of past practices.

ACCEPT AND FILE THE MINUTES OF THE PERSONNEL/HR STANDING COMMITTEE MEETING OF SEPTEMBER 22, 2017

There was no public comment.

MOTION TO ACCEPT AND FILE THE MINUTES OF THE PERSONNEL/HR STANDING COMMITTEE MEETING OF SEPTEMBER 22, 2017 AS PRESENTED

MOTION: Director Rotkin **SECOND:** Director McPherson

The motion was passed unanimously with Chair Dutra abstaining.

REVIEW MANAGEMENT CLASS AND COMPENSATION STUDY RESULTS AND CONSIDER APPROVING RECOMMENDATION TO BOARD OF DIRECTORS

HR Manager, Jolene Church, introduced Andi Bernard, Principal Consultant with CPS, noting today's presentation would help the board understand the components of the compensation analysis portion of the class and compensation for management study and that in adopting a compensation methodology for the organization, this could be applied in the future to SEIU.

Finance Manager, Angela Aitken, provided background to the project mentioning that any recommendations received today would be forwarded to the full board at the January 26th meeting as well as approval of the proposed position descriptions. SEIU, UTU and management have agreed on the comparison agencies in this project. Compensation comparisons will take into consideration total compensation.

The goal of today's meeting is to obtain a Committee recommendation/decision to present to the full Board on January 26, 2018.

11-05A.2

Attachment A

Personnel/HR Committee Meeting Minutes
January 16, 2018
Page 3 of 4

The members discussed the high cost of living and the cost of wages in Santa Cruz County, particularly as they apply to the comparable agencies. Ms. Bernard explained the CPS methodology and how it will affect the compensation outcome(s). In summary, the Cost of Living and the Cost of Wages has already factored into the methodology through the selection of the comparative agencies.

CEO Clifford provided a brief history of difficulties encountered when METRO attempted to fill management positions.

Suggestions were made to possibly use a phased approach to setting the pay ranges to work within current and future METRO financial conditions.

Public Comment:

Mr. Montesino assumed the question of total compensation as it applies to an individual versus to a family would be addressed at a later date.

Joan Jeffries asked questions regarding methodology; e.g., How will wage compaction issues be handled: How would total cost of benefits from different areas be addressed when different insurance providers are offered? What if an employee is paid above the salary level recommended? Etc.

Olivia Martinez referred to Article 7.1 in the MOU addressing her concerns with the study and requested a meeting with CPS and management before the study is undertaken for the SEIU.

Management responded that a meeting would be set up with the SEIU prior to the implementation of the SEIU study.

MOTION TO APPROVE THE POSITION DESCRIPTIONS AND APPROVE THE METHODOLOGY AS PRESENTED, RESERVING APPROVAL OF THE PAY RANGES UNTIL DATA IS RECEIVED AT ALL THREE LEVELS: 5% BELOW MEDIAN, AT MEDIAN AND 5% ABOVE MEDIAN TO DETERMINE COST IMPACT TO METRO.

MOTION: DIRECTOR ROTKIN SECOND: DIRECTOR McPHERSON

The motion was passed unanimously with Chair Dutra abstaining.

REVIEW UPDATES TO METRO BYLAWS AND CONSIDER APPROVING RECOMMENDATION TO BOARD OF DIRECTORS

Julie Sherman, METRO General Counsel, provided a brief summary of recommended changes. CEO Clifford announced he plans to ask the Board to appoint an ad hoc committee to address legislative initiatives, including corrections to METRO's enabling legislation that affect board gap terms at the next board meeting.

CEO Clifford brought the Committee's attention to page 12 of 26, noting that a per diem option would now be offered for travel reimbursement.

There was no public comment.

MOTION TO ACCEPT AND PROVIDE A RECOMMENDATION TO THE BOARD OF DIRECTORS AS PRESENTED

MOTION: DIRECTOR ROTKIN SECOND: DIRECTOR HAGEN

The motion was passed unanimously with Chair Dutra abstaining.

Attachment A

Personnel/HR Committee Meeting Minutes
January 16, 2018
Page 4 of 4

MEETING WAS ADJOURNED AT 2:51P BY CHAIR DUTRA

Submitted by

Gina Pye
Executive Assistant

DRAFT

11-05A.4



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: ACCEPT AND FILE MINUTES FOR THE METRO ADVISORY
COMMITTEE (MAC) MEETING OF AUGUST 16, 2017**

I. RECOMMENDED ACTION

**Board of Directors accept and file the minutes for the METRO Advisory
Committee (MAC) meeting of August 16, 2017**

II. SUMMARY

- Staff is providing minutes from the MAC meeting of August 16, 2017.
- Each quarter the Administrative Assistant will provide the minutes from the previous MAC meeting.

III. DISCUSSION/BACKGROUND

The Board requested that staff include in the Board Packet minutes from previous MAC meetings. Staff is enclosing the minutes from these meetings.

IV. ATTACHMENTS

Attachment A: Approved Minutes for the MAC meeting of August 16, 2017

Prepared By: Donna Bauer, Administrative Assistant

V. APPROVALS:

Alex Clifford, CEO/General Manager



MINUTES

MAC MEETING OF AUGUST 16, 2017



The METRO Advisory Committee (MAC) met on Wednesday, August 16, 2017 in the METRO Administrative Office located at 110 Vernon Street in Santa Cruz, California.

1 CALL TO ORDER

Meeting was called to order at 6:13 PM.

ROLL CALLMEMBERS PRESENT

Michael Pisano, Chair
Joseph Martinez, Vice Chair
Veronica Elsea

Naomi Gunther
Donald Peattie
Becky Taylor

MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT

Stanley Sokolow

Stuart Rosenstein

SANTA CRUZ METRO EMPLOYEES PRESENT

Ciro Aguirre, COO
Barrow Emerson, Planning and Development Manager

2 ORAL/WRITTEN COMMUNICATION

Ms. Elsea mentioned the METRO Grand Jury Report had been released and suggested everyone review it. Mr. Emerson, Planning and Development Manager, commented that there will be a formal presentation at the upcoming Board of Directors' Meeting with responses by the CEO and Board of Directors.

Ms. Elsea also had a concern about finding a conference room for the MAC meetings. She heard that Suite 11 on the first floor of the Pacific Station is vacant and recommended that METRO use that space for the MAC meetings. Mr. Aguirre, COO, responded that there are three to four interested parties that want to lease that space for business purposes, generating income for METRO. He added that METRO is working on redesigning the Pacific Station's upstairs to include a conference room.

Ms. Taylor asked if the conference room in the Watsonville Transit Center was available for use. Mr. Aguirre acknowledged there is a small office in the back but that is being set up for the Eligibility Coordinator and is not conducive for holding meetings. Vice Chair Martinez added that he has been there and agreed that the office space is too small to hold the MAC meetings.

Mr. Rosenstein, a member of the public and former MAC Member, recognized METRO's excellent service and courteous and friendly Bus Operators. He respectfully raised the following concerns:

- Due to his experience last year, he recommended extra buses be on standby for the upcoming holiday season.
- Requested the connections between Caltrain and the Hwy. 17 bus be timed better. Ken Yeager, Vice Chair of the Board of Directors at Caltrain, told him that Caltrain is dominated by the freight lines and couldn't change their schedule. Mr. Emerson explained that METRO attempts to meet their schedules when possible.
- Google is not a reliable source for schedule changes.

Attachment A

Minutes – METRO Advisory Committee

August 16, 2017

Page 2 of 4

- Requested the smoking area and plastic receptacle for cigarette butts be moved away from the bus stop at the San Jose Diridon Station. Mr. Rosenstein will provide pictures of the locations to Mr. Aguirre for review.
- The schedule sticker for the Hwy. 17 bus stop at the San Jose Diridon Station is outdated. Mr. Rosenstein will provide a picture to Mr. Emerson for review.
- Recommended Bus Operators announce to passengers to please move back to make room for people trying to get on the bus and leaving fewer riders behind.
- It can get very uncomfortable when Bus Operators turn off the air or heat when they go up a hill on Hwy. 17 and then don't turn them back on after the climb.
- When the 69 or 71 buses are late, Bus Operators tell him they are late due to traffic and tell him that he should have taken an earlier bus. Ms. Gunther said that she has heard that, too, and doesn't feel that is an appropriate response by a Bus Operator. Mr. Emerson added that with the limited road network in Santa Cruz County, any incident throws the time schedules off. Automatic Vehicle Location (AVL) would allow METRO to scientifically forecast travel times but is a \$2 million solution. Chair Pisano asked if any grant money is available. Mr. Emerson said that any grant money METRO can acquire will go towards buying new buses. Chair Pisano asked if there is any way to partner with Comcast or AT&T. He knows Comcast has worked with other bus systems back East not only with WiFi but with the AVL. Mr. Emerson said he would look into it.
- Requested new buses have table trays large enough to hold an iPad and a cup of coffee as the current trays are either too small or often broken.
- Customer Service hold times can be 30 – 45 minutes and often the line disconnects. It is very frustrating to hold that long and then be dropped. Others echoed that same experience.
- Recommended that METRO supply bus service information to the San Jose Airport Information Kiosk.
- Additional holiday service.
- In response to Mr. Rosenstein's inquiry about notification of the arrival of buses, MAC Members and METRO employees provided information about METRO's subscriber alerts.

Chair Pisano suggested adding a bus stop at Scotts Valley Enterprise Technology Center.

3 ACCEPT & FILE MINUTES FROM THE METRO ADVISORY COMMITTEE MEETING OF MAY 17, 2017

MOTION: ACCEPT & FILE MINUTES FROM THE METRO ADVISORY COMMITTEE MEETING OF MAY 17, 2017

MOTION: GUNTHER

SECOND: ELSEA

AYES: PISANO, MARTINEZ, GUNTHER, AND TAYLOR

NAYES: NONE

ABSTAIN: ELSEA AND PEATTIE

MOTION: CARRIED

4 COMMUNICATIONS FROM METRO ADVISORY COMMITTEE

Chair Pisano gave his semi-annual report at the June 23, 2017 Board of Directors' Meeting and mentioned the staff shortages, kneeling the buses and bus stop issues.

Attachment A

Minutes – METRO Advisory Committee

August 16, 2017

Page 3 of 4

5 SERVICE PLANNING UPDATE

Mr. Emerson gave an overview of the FY17 Q4 ridership and handed out the Quarterly System Ridership Summary and Quarterly Average Ridership by Route Report which are attached for review.

Current projects that Planning is working on:

- Leasing three articulated buses for six months at UCSC.
- Ridership surveys from Hwy. 17 riders.
- Route adjustments.
- Scotts Valley Enterprise Technology Center.

Projects down range:

- UCSC's student election next May might affect service on the campus.
- Entering year two of the Cabrillo two-year contract.
- Working with the City of Santa Cruz on downtown employee bus passes.
- Discussion on METRO's arrangement with Santa Cruz County regarding the benefits of METRO bus passes, tax breaks, and recipients.
- METRO received a grant for an electric bus to operate as a Watsonville Circulator.
- The Unified Corridor Study is being performed to analyze long-range (20-30 years) transportation use of the Hwy. 1, Soquel/Freedom, and rail corridors.

Ms. Elsea asked Mr. Emerson about METRO's handling of long-term construction projects. Notification and impact to riders was discussed. Mr. Aguirre explained the 55-day memo which solidifies the discussions, strategy, and logistics of impacted routes. Several examples and suggestions were exchanged.

6 DISCUSS STAFFING SHORTAGES/DROPPED ROUTES

Chair Pisano altered the Agenda sequence to discuss Item 7 before Item 6.

Mr. Aguirre gave some background on this issue and reminded everyone that METRO has been actively hiring people to address the dropped service.

7 DISCUSS BUS OPERATORS – KNEELING BUSES

In response to Ms. Gunther's safety concerns with kneeling and nonkneeling of buses, Mr. Aguirre said he would issue a memo to the Bus Operators reminding them to adhere to kneeling the bus at every stop, boarding or alighting. He requested that if anyone experiences this going forward to get the Bus Operator's patch number so he can follow up with the Bus Operator. Ms. Gunther stated that if she is not in a position on the bus to obtain the patch number, she would collect the bus number and the time of the occurrence.

Ms. Elsea relayed her recent experience when she was on the panel for the new group of Bus Operator trainees for their discussion about training accessibility, dealing with service animals and people using wheelchairs. She pointed out that there are a number of things that Bus Operators can do, such as kneeling the bus, that really are a courtesy to every passenger, but they can be essential for a disabled passenger.

Ms. Elsea added she was impressed with the new class of trainees. They asked more questions and were very engaged.

8 SANTA CRUZ COUNTY FAIR – SEPT. 13 - 17, 2017

Mr. Aguirre announced that METRO will expand service for all five days during the Santa Cruz County Fair. Service will be provided on the 79 and on Paratransit. METRO will have

Attachment A

Minutes – METRO Advisory Committee

August 16, 2017

Page 4 of 4

two vehicles on site. Customer Service will work the booth. Mr. Aguirre encouraged everyone to come out to the Fair and enjoy themselves. He praised Ms. Warnock, Paratransit and Customer Service Superintendent, for doing a great job in promoting the Fair and getting everyone geared up.

Ms. Taylor asked if people coming to the METRO booth at the Fair are actually buying passes. Mr. Aguirre replied that being at the Fair allows METRO to integrate the community, provide the public the opportunity to ask questions about the service, see and “experience” a bus or Paratransit vehicle from the passenger seat or behind the steering wheel. It is also a good venue to advertise employment opportunities.

9 VACANCY ON METRO ADVISORY COMMITTEE

Ms. Elsea reminded everyone of the process for filling the vacancy is in the Bylaws. Articles 3.2 and 3.5 specifically address Members’ terms and vacancies. Ms. Bauer, Administrative Assistant, and the MAC Members discussed the logistics and suggested best practices to follow going forward in welcoming new MAC Members.

10 COMMUNICATIONS TO THE SANTA CRUZ METRO CEO

None

11 COMMUNICATIONS TO THE SANTA CRUZ METRO BOARD OF DIRECTORS

None

12 ITEMS FOR NEXT MEETING AGENDA

- Follow Up on Kneeling Buses
- Review Grand Jury Report and Responses
- Update on Conference Room at the Pacific Station
- Service Update

Chair Pisano and Ms. Gunther thanked the members of the public for attending the meeting.

13 DISTRIBUTION OF VOUCHER

Distributed by Ciro Aguirre, COO

14 ADJOURNMENT

Meeting adjourned at 7:38 PM.

Respectfully submitted,

Donna Bauer
Administrative Assistant

11-06A.4

Attachment A

*Santa Cruz Metropolitan
Transit District*



DATE: August 25, 2017

TO: Board of Directors

FROM: Barrow Emerson, Planning & Development Manager

**SUBJECT: ACCEPT AND FILE METRO SYSTEM RIDERSHIP REPORTS FOR THE
FOURTH QUARTER OF FY17**

I. RECOMMENDED ACTION

This report is for informational purposes only. No action is required.

II. SUMMARY

- This report contains ridership summaries and ridership by route for Santa Cruz Metropolitan Transit District (METRO) fixed route bus service for the fourth quarter (Q4) of FY17 (April 1 – June 30, 2017).
- Quarterly ridership reports are provided to keep the Board of Directors apprised of METRO's ridership statistics and ridership trends.

III. DISCUSSION/BACKGROUND

Attachment A shows system-wide and college student ridership statistics for Q4 of FY17 and makes comparisons with ridership statistics from Q4 of FY16. This report also displays the use of regular fare and regular and youth pass usage, as well as fare and pass usage by seniors and people with disabilities.

- FY17 Q4 system-wide ridership decreased 4.8%
Reason(s) that Fixed-Route quarterly ridership decreased include:
 - Service reduction implemented after September 8th, 2016 decreased weekday and weekend trips operated system-wide by 13% and 31%, respectively. Frequency or span of service was reduced on 62% of our current routes, providing an overall level of service.
 - In Q4, 173 trips were canceled, comprising 1.1% of total scheduled revenue service. The primary reason for dropped trips was staff shortages and, to a lesser degree, mechanical issues. METRO recently added new Bus Operators to address the staff shortage issue.
 - Decreased Hwy 17 ridership contributed to overall system reduction; Hwy 17 comprises approximately 5% of Q4 ridership.
 - Ride hailing services, such as Lyft or Uber, may be undermining transit ridership if they are providing quicker, more convenient service

11-06A.5

Attachment A

- Hwy 17 quarterly ridership decreased 6.5%

Reason(s) that Hwy 17 quarterly ridership decreased include:

- Service reduction implemented in September 2016 decreased Hwy 17 trips approximately 9%.
 - Looking at average gas prices in California over the last 5 years, they have continued to remain relatively low; though the average gas prices in California increased 12% in Q4 of FY17 compared to Q4 FY16.
 - In Q4, 26 Hwy 17 trips were canceled, comprising less than 1% of Hwy 17 scheduled revenue service. The primary reason for dropped trips was staff shortages and, to a lesser degree, mechanical issues. Staff shortage issues were resolved after June 15, the start of the summer bid, as the number of driver shifts declined 14% and a new class of bus operators were put into service.
- UCSC ridership increased 2.5% in Q4 of FY17

Reason(s) that quarterly UCSC ridership increased include:

- UCSC school days increased by 8% in Q4 FY17 compared to Q4 FY16.
 - Weekend trips were reduced by 15% from Q4FY16.
 - Uber and Lyft are claiming an increased share of trips from both METRO and UCSC's bus on campus bus system
- Quarterly Discounted Pass and Cash Fare usage decreased 15.2% and 7.3%, respectively

Reason(s) that quarterly discounted pass and cash fare usage decreased include:

- Service reduction implemented after September 8th, 2016 decreased weekday and weekend trips operated system-wide by 13% and 31%, respectively.
 - System-wide ridership decreased 4.8% due to factors mentioned previously, affecting overall discounted pass usage.
 - Possible increased use of alternative transportation for seniors and people with disabilities, such as Lift Line.
- Quarterly Regular Pass and Cash Fare totals decreased 32.9% and 16.2%, respectively

Reason(s) that quarterly regular pass and cash fare usage decreased include:

- Service reduction implemented after September 8th decreased overall trips operated system-wide by 13%.

Attachment A

- System-wide ridership decreased 4.8% due to factors mentioned previously, affecting overall pass usage.
- Due to implementation of the Cabrillo Student Bus Pass Program in fall 2016 approximately 650 less passes were sold on campus and through their Ticket Vending Machine (TVM) this quarter. There were almost 70,000 Cabrillo boardings in Q4.
- Loss of discretionary riders after September 2016 service reduction. As pass purchases require more financial commitment up-front, discretionary riders are more likely to purchase passes than our transit dependent riders.

Attachment B shows average ridership per trip for all weekday and weekend routes in Q4 of FY17. System-wide, there was an average of 25 riders per weekday trip and 30 riders per weekend trip.

- The weekday route with the highest ridership averages are the routes 16.
 - Route 16 serves UCSC via Laurel East. The route 16 had the highest weekday ridership averages for the entirety of FY17.
- The weekend route with the highest ridership average is the route 16ST
 - This route serves UCSC via Laurel East and is a supplemental route for which UCSC is billed monthly.
- The weekday routes with the lowest ridership averages are routes: 34, 33, and 79.
 - The route 34 serves South Felton on weekdays during the SLVUSD school term; the route 33 serves Lompico SLV/Felton Faire on weekdays during the SLVUSD school term. The route 79 serves Pajaro/East Lake. Route 34 had the lowest weekday ridership average for entirety of FY17
- The weekend routes with the lowest ridership averages are routes 79 and 72.
 - The route 79 serves Watsonville Hospital and Pinto Lake; the route 72 serves Watsonville Hospital/Pinto Lake. Route 79 had the lowest weekend ridership average for Q2 through Q4 of FY17.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Revenue derived from passenger fares and passes is reflected in the FY17 operating budget.

Attachment A

Board of Directors
August 25, 2017
Page 4 of 5

V. ALTERNATIVES CONSIDERED

There are no alternatives to consider.

VI. ATTACHMENTS

Attachment A: Quarterly System Ridership Summary for FY17 Q4 (April 1 – June 30, 2017)

Attachment B: Quarterly Average Ridership by Route Report for FY17 Q4 (April 1 – June 30, 2017)

Prepared By: Cayla Hill, Administrative Specialist

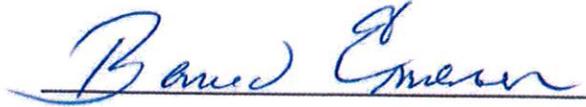
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Attachment A

Board of Directors
August 25, 2017
Page 5 of 5

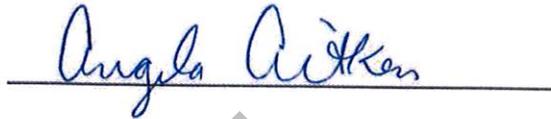
VII. APPROVALS:

Barrow Emerson,
Planning and Development Manager



A handwritten signature in blue ink, reading "Barrow Emerson", written over a horizontal line.

Approved as to fiscal impact:
Angela Aitken, Finance Manager



A handwritten signature in blue ink, reading "Angela Aitken", written over a horizontal line.

Alex Clifford, CEO/General Manager



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Quarterly Average Ridership by Route Report

Route	Corridor	Average Weekday Ridership per Trip				Average Weekend Ridership per Trip				
		Riders	UCSC Riders	Cabrillo Riders	Discount Fares and Passes	Riders	UCSC Riders	Cabrillo Riders	Discount Fares and Passes	Regular Passes
UCSC										
10	UCSC via High St.	50	48	0	1	55	51	0	1	1
15	UCSC via Laurel West	55	53	0	0					
16	UCSC via Laurel East	60	58	0	1	69	65	0	1	1
16ST	UCSC via Laurel East Supp.					87	83	0	1	1
19	UCSC via Lower Bay	53	49	1	1	59	53	1	2	1
20	UCSC via West Side	55	48	1	2	59	52	1	2	1
20D	UCSC via West Side Supp.	54	53	0	0					
intercity										
35/35A	Santa Cruz/Scotts Valley/SLV	18	1	1	4	22	1	1	6	5
69A	Capitola Road/Watsonville	28	2	1	8	25	2	1	7	4
69W	Cap. Road/Cabrillo/Watsonville	30	3	5	7	28	3	2	7	5
71	Santa Cruz to Watsonville	31	2	5	8	32	1	2	9	6
91X	Santa Cruz/Watsonville Express	16	1	6	3					
Rural										
33	Lompico SLV/Felton Faire	9	0	0	0					
34	South Felton	1	0	0	0					
40	Davenport/North Coast	24	1	0	2	11				
41	Bonny Doon	10	2	1	1	4				
42	Davenport/Bonny Doon	17	2	0	3	14	3	0	3	4
Local										
3	Mission/Beach	11	2	1	4	10	3	1	3	1
4	Harvey West/Emeline	17	1	1	9					
55	Rio Del Mar	14	0	5	4					
66	Live Oak via 17th	16	2	1	4	11	2	1	4	2
68	Like Oak via Broadway/Portola	14	3	1	4	14	2	1	5	2
72	Watsonville Hospital/Pinto Lake	14	0	1	4	12	2	1	4	2
74S	PVHS/Watsonville Hospital	16	0	0	2	9	0	0	4	1
75	Green Valley Road	17	0	1	6					
79	Pajaro/East Lake	7	0	0	3	4	0	0	7	1
Highway 17										
Hwy 17	Hwy 17 Express	17	-	-	1	23	-	-	2	3
System-wide Avg. Riders per Trip		25	13	1	3	30	18	1	4	2

33 Calendar Days of SJSU
 35 Calendar Days of Cabrillo
 53 Calendar Days of UCSC

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DATE: January 26, 2018
TO: Board of Directors
FROM: Erron Alvey, Purchasing Manager
**SUBJECT: ACCEPT AND FILE QUARTERLY PROCUREMENT REPORT FOR 3RD
QUARTER OF FY18**

I. RECOMMENDED ACTION

That the Board of Directors accept and file the Quarterly Procurement Report for the 3rd quarter of FY18.

II. SUMMARY

- This staff report provides the Board with a Quarterly Procurement Report for the 3rd quarter of FY18, covering the months of January through March.
- Each quarter staff will provide a Quarterly Procurement Report listing anticipated procurements within the quarter.

III. DISCUSSION/BACKGROUND

The purpose of this report is to provide the Board of Directors an opportunity to review and comment on upcoming procurements before they are ready for award.

Attachment A details the formal procurements the Purchasing Department is planning on issuing during the 3rd quarter of FY18 (January through March).

IV. FINANCIAL CONSIDERATIONS/IMPACT

See attached.

V. ATTACHMENTS

Attachment A: FY18: 3rd Quarter Anticipated Procurement Listing

Prepared by: Joan Jeffries, Administrative Specialist

VI. APPROVALS:

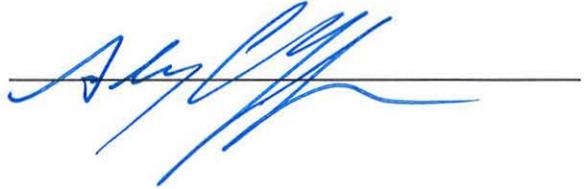
Erron Alvey, Purchasing Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager

dkc low for AA

Alex Clifford, CEO/General Manager



Anticipated Procurement Listing

FY18: 3rd Quarter

Month Anticipated to be Issued	Description	Purpose	Department	Funding Source	Anticipated Value (life of contract)
Expiring Reoccurring Contracts					
March	On-Call Architectural & Engineering Services	This will be a Task Order-based contract, to be used for Capital construction projects and Facilities Maintenance construction projects	Facilities	to be determined on a project-by-project basis	\$ 150,000*
One-Off Contracts					
February	Rebuild Pacific Station Roof	To repair leaky roof	Facilities	to be determined	\$ 175,000
February	New Pacific Station Windows	To replace leaky windows	Facilities	to be determined	\$ 175,000
March	Fire Egress in Maintenance Building	To add an egress for safety that was omitted from the original construction	Facilities	FTA 5339a	\$ 97,523

*This is an estimated value. Should additional funds be needed, we will come back to the Board.

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DATE: January 26, 2018
TO: Board of Directors
FROM: Erron Alvey, Purchasing Manager
**SUBJECT: ACCEPT AND FILE QUARTERLY ELECTRIC BUS PURCHASE
REPORT FOR 3RD QUARTER OF FY18**

I. RECOMMENDED ACTION

That the Board of Directors accept and file the Quarterly Electric Bus Purchase Report for the 3rd Quarter of FY18.

II. SUMMARY

- On September 25, 2015 the Board of Directors authorized the CEO to seek grant opportunities to add zero-emission buses to the Santa Cruz Metropolitan Transit District (METRO) fleet.
- METRO was awarded funding for three 45' Zero Emission Electric Over the Road Coaches (OTRC) through the Low or No Emission Program (LowNo) in 2016.
- Subject to resolving some technical and performance issues with the vehicle, METRO anticipates executing a sole source contract with Build Your Dreams (BYD) for the purchase of the three OTRC's.
- METRO was awarded one 40' Zero Emission Electric Bus for Watsonville Downtown Circulator Service through the Low Carbon Transit Operations Program (LCTOP) in 2016.
- METRO entered into a joint procurement with Clemson Area Transit to purchase the LCTOP bus.
- On February 23, 2018 the Board will be asked to approve a contract with Proterra for the purchase of one electric bus for use as a downtown circulator in Watsonville.
- The Watsonville Downtown Circulator bus is expected to be delivered in early 2019.
- Tentatively, the three OTRC's are expected to be delivered by June of 2019.

III. DISCUSSION/BACKGROUND

Watsonville Downtown Circulator Bus – METRO will be purchasing the Proterra Catalyst E2+ model, which has a range of 300 miles in normal conditions. Purchase of this bus is contingent on it meeting California's axle weight requirements set for the in AB 1250.

The Project Team has met with Proterra and begun working on the bus configuration. The configuration sheets serve as build specifications and include all of Santa Cruz METRO's specific fleet requirements such as type or manufacturer of tires, wheelchair lift, destination sign, surveillance cameras, bike racks, etc. The final configuration sheet is also used to price the bus, which is needed to finalize the contract. Staff anticipates bringing the contract to the Board of Directors for approval at its meeting on February 23, 2018. This bus is expected to be delivered in early 2019. The contract, which was a joint procurement with Clemson Area Transit, has an option to purchase up to nine additional 40 ZEBs.

Three Over the Road Coaches – On November 13th and 14th of 2017, BYD brought a C-10 demonstration bus to Santa Cruz METRO. BYD has produced only two prototypes of the C-10 model to date. The bus was loaded with people and sandbags to replicated a full load and run on the Highway 17 Route in regular commuter traffic. Unfortunately the bus was unable to keep up with the flow of traffic, a major requirement in moving forward with this bus purchase. On some stretches of the highway, the bus could only achieve 30-35 MPH. On December 21, 2017 Santa Cruz METRO sent a letter to BYD outlining its concerns with how the demo bus performed. A deadline of January 12, 2018 was set for their response, however, no response has been received. Staff is meeting with the Project Management Consultant to determine what steps to take next.

As a side note, Santa Cruz METRO has released consultant Al Pierce, the former Maintenance Manager engaged to assist with fleet electrification, from his consulting tasks related to this project. BYD offered him consulting work to assist with their Field Services Group, which oversees quality control. Since this was potentially a conflict of interest with our contract, but also in our interest to have improved quality control at the plant should we move forward with a bus purchase from BYD, it was determined that the best course of action was to release him from our contract and revisit using his services after his work with BYD is complete.

If technical and performance issues with the BYD C-10 coach cannot be resolved in a timely manner, METRO may request a meeting with the FTA in April to explore alternative bus purchase options.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Funding for the three OTRC's and related charging equipment is provided by the Federal LowNo program in the amount of \$3,810,348 and a local match in the amount of \$1,126,164. These amounts represent the entire project budget, which also includes other items such as training, consulting services and

construction to install infrastructure. The local match funding sources are PTMISEA and Cash Reserves/Alternative Fuel Credit.

Funding for the 40' Watsonville Downtown Circulator bus is provided by the State of California LCTOP program in the amount of \$709,292, with a local match in the amount of \$357,216 provided by PTMISEA.

V. ALTERNATIVES CONSIDERED

This report is for information only and there are no alternatives to consider.

VI. ATTACHMENTS

None

Prepared By: Erron Alvey, Purchasing Manager

VI. APPROVALS:

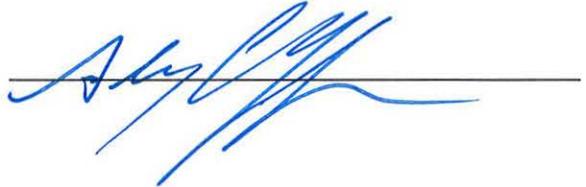
Erron Alvey, Purchasing Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager

dkc low for AA

Alex Clifford, CEO/General Manager





DATE: January 26, 2018
TO: Board of Directors
FROM: Isaac Holly, IT Manager
SUBJECT: CONSIDERATION OF AWARD OF CONTRACT TO ELERT & ASSOCIATES FOR CONSULTANT SERVICES TO DEVELOP SPECIFICATIONS FOR METRO'S VIDEO SURVEILLANCE SYSTEM NOT TO EXCEED \$20,300

I. RECOMMENDED ACTION

That the Board of Directors authorize the CEO to execute a contract with Elert & Associates to develop specifications for METRO's Video Surveillance System in an amount not to exceed \$20,300 for a One (1) year period

II. SUMMARY

- The Santa Cruz Metropolitan Transit District (METRO) has a need for the design of a Video Surveillance System (VSS) at the Judy K. Souza (JKS) Operations and the upgrade of the existing VSS at the Fueling facility.
- A formal request for proposals was conducted to solicit proposals from qualified firms. Four (4) firms submitted proposals for METRO's review.
- A four (4)-member evaluation team composed of METRO staff reviewed and evaluated the proposals, and is recommending an award to Elert & Associates.

III. DISCUSSION/BACKGROUND

The current surveillance system located at the 1200B River St. Fueling facility is approaching 10 years old and has reached the end of its product life cycle. In addition, Electronic Security systems including a VSS were de-scoped from the JKS Operations facility construction project located at 1200 River St. The reason for this decision was that it would have delayed project closeout and the cost would have been exorbitant based on quotes from existing subcontractors.

Both of these facilities are in need of site surveillance for security and as a deterrent to criminal activities. Due to the specialized nature of VSS design, METRO elected to seek the services of a qualified consulting firm to develop a specification for a VSS at each of these facilities.

On August 31, 2017, METRO legally advertised and distributed Request for Proposals (RFP) No. 17-05 to sixty six (66) firms and one hundred twenty four

(124) DBE firms, posted notice on its website, and sent email notices to all GovDelivery subscribers. On August 31, 2017, proposals were received and opened from four (4) firms. Interviews were held with the top two (2) scoring firms. A list of these firms is provided in Attachment A. A four (4)-member evaluation team composed of METRO staff has reviewed and evaluated the proposals.

The evaluation team used the following criteria as contained in the Request for Proposals:

Evaluation Criteria	Points
Consultant's qualifications and recent experience	30
Understanding of and technical approach to project requirements	30
Quality of relevant experience of offeror's key staff	20
Experience with government agencies	15
References	15
Cost proposal	30
Total Points Possible	140

At the conclusion of the evaluation and selection process, it was determined that Eler & Associates received the highest consensus ranking. Staff is therefore recommending that the Board of Directors authorize the CEO to execute a one-year contract on behalf of METRO, with Eler & Associates to develop specifications for METRO's video surveillance system at the JKS Operations and Fueling facilities in an amount not to exceed \$20,300. Contractor will provide all services meeting all METRO's specifications and requirements of the contract. Isaac Holly, IT Manager, will serve as the Contract Administrator and will ensure contract compliance.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The base value of the contract is \$20,300. This project is 100% funded by the California Office of Emergency Services (Cal-OES) California Transit Security Grant Program (CTSGP) and is budgeted in the FY18 Capital Budget under budget code 514020-410045.

V. ALTERNATIVES CONSIDERED

- Choose to not proceed with the design, subsequent upgrade and install of a surveillance system at the JKS Operations and Fueling facilities.
 - Staff does not recommend this. Security and safety are of paramount importance at METRO. A surveillance system for these facilities would serve as a deterrent to criminal activities and add another layer of security for METRO employees and assets.

VI. ATTACHMENTS

Attachment A: List of Responding Firms

Attachment B: Contract with Elert & Associates

Note: A full copy of the Contract is available on request.

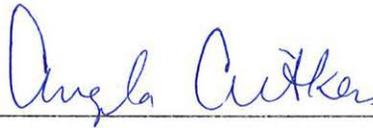
Prepared By: Alex Strudley, Purchasing Agent

VII. APPROVALS:

Isaac Holly, IT Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



Attachment A



Responding Firms for RFP No. 17-05

For Consultant Services for Upgrade of METRO's Video Surveillance System

Received by August 31, at 5:00 PM

Elert & Associates
Transit Safety and Security Solutions, Inc.
IMEG
Cyberwatch Security Communications, Inc.

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Attachment B

PROFESSIONAL SERVICES CONTRACT FOR CONSULTANT SERVICES FOR UPGRADE OF METRO'S VIDEO SURVEILLANCE SYSTEM (17-05)

THIS CONTRACT is made effective on January 29, 2018 between the SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ("Santa Cruz METRO"), a political subdivision of the State of California, and Elert & Associates ("Consultant").

1. RECITALS

1.01 Santa Cruz METRO's Primary Objective

Santa Cruz METRO is a public entity whose primary objective is providing public transportation and which has its principal office at 110 Vernon Street, Santa Cruz, California 95060.

1.02 Santa Cruz METRO's Need for Consultant Services For Upgrade of METRO's Video Surveillance System

Santa Cruz METRO has the need for Consultant Services For Upgrade of METRO's Video Surveillance System. In order to obtain these services, Santa Cruz METRO issued a Request for Proposals, dated July 14, 2017, setting forth specifications for such services. The Request for Proposals is attached hereto and incorporated herein by reference as Exhibit A.

1.03 Consultant's Proposal

Consultant is an individual qualified to provide Consultant Services For Upgrade of METRO's Video Surveillance System and whose principal place of business is 140 Third Street, Stillwater, MN 55082. Pursuant to the Request for Proposals issued by Santa Cruz METRO, Consultant submitted a proposal for Consultant Services For Upgrade of METRO's Video Surveillance System, which is attached hereto and incorporated herein by reference as Exhibit B

1.04 Selection of Consultant and Intent of Contract

On December 1, 2017, Santa Cruz METRO selected Consultant as the offeror whose proposal was most advantageous to Santa Cruz METRO to provide the Consultant Services For Upgrade of METRO's Video Surveillance System described herein. This Contract is intended to fix the provisions of these services.

Santa Cruz METRO and Consultant agree as follows:

2. INCORPORATED DOCUMENTS AND APPLICABLE LAW

2.01 Documents Incorporated in this Contract

The documents listed below are attached to this Contract and by reference made a part hereof. This is an integrated Contract. This writing constitutes the final expression of the parties' Contract, and it is a complete and exclusive statement of the provisions of that Contract, except for written amendments, if any, made after the date of this Contract in accordance with Section 11.15 of the General Conditions to the Contract.

Attachment B

A. Exhibit A

Santa Cruz METRO's "Request for Proposals" dated July 14, 2017, including Addendum(s) No(s). 1 dated August 9, 2017.

B. Exhibit B

Consultant's Proposal to Santa Cruz METRO for Consultant Services For Upgrade of METRO's Video Surveillance System, signed by Consultant and dated September 14, 2017.

2.02 Conflicts

Where in conflict, the provisions of this writing supersede those of the above-referenced documents, Exhibits A and B. Where in conflict, the provisions of Exhibit A supersede Exhibit B.

2.03 Recitals

The Recitals set forth in Article 1 are part of this Contract.

3. DEFINITIONS

3.01 General

The terms below (or pronouns in place of them) have the following meaning in the Contract:

3.01.01 CONSULTANT - The Consultant selected by Santa Cruz METRO for this project in accordance with the Request for Proposals issued July 14, 2017.

3.01.02 CONSULTANT'S STAFF - Employees of Consultant.

3.01.03 CONTRACT - The Contract consists of this document, the attachments incorporated herein in accordance with Article 2, and any written amendments made in accordance with Part IV, Section 11.15 of, the General Conditions to the Contract.

3.01.04 DAYS - Calendar days.

3.01.05 OFFEROR – Consultant whose proposal was accepted under the terms and conditions of the Request for Proposals issued July 14, 2017.

3.01.06 PROVISION - Any term, agreement, covenant, condition, clause, qualification, restriction, reservation, or other stipulation in the Contract that defines or otherwise controls, establishes, or limits the performance required or permitted by either party.

3.01.07 SCOPE OF WORK (OR "WORK") - The entire obligation under the Contract, including, without limitation, all labor, equipment, materials, supplies, transportation, services, and other work products and expenses, express or implied, in the Contract.

4. TIME OF PERFORMANCE

4.01 Term

The term of this Contract will be for a period not to exceed **one (1)** year and shall commence upon the execution of the Contract by Santa Cruz METRO.

Attachment B

Upon satisfactory performance of services, Santa Cruz METRO may extend this agreement beyond the initial term when mutually agreed to in writing by the parties.

5. COMPENSATION

5.01 Terms of Payment

Santa Cruz METRO shall compensate Consultant in an amount not to exceed the amounts/rates agreed upon by Santa Cruz METRO. Consultant's hourly labor rates shall include all direct labor, taxes, overhead, insurance, profit, employee benefits, and other costs and expenses incurred by the Consultant necessary for the performance of all the services called for under this Agreement. Santa Cruz METRO shall reasonably determine whether work has been successfully performed for purposes of payment. Compensation shall be made within thirty (30) days of Santa Cruz METRO's written approval of Consultant's written invoice for said work. Consultant understands and agrees that if they exceed the \$20,300.00 maximum amount payable under this Contract, they do so at their own risk.

5.02 Invoices

Consultant shall submit invoices with a purchase order number provided by Santa Cruz METRO on a monthly basis. Consultant's invoices shall include detailed records showing actual time devoted, work accomplished, date work accomplished, personnel used, and amount billed per hour. Expenses shall only be billed if allowed under the Contract.

Said invoice records shall be kept up-to-date at all times and shall be available for inspection by Santa Cruz METRO (or any grantor of Santa Cruz METRO, including, without limitation, any State or Federal agency providing project funding or reimbursement) at any time for any reason upon demand for not less than four (4) years after the date of expiration or termination of the Contract. Under penalty of law, Consultant represents that all amounts billed to Santa Cruz METRO are (1) actually incurred; (2) reasonable in amount; (3) related to this Contract; and (4) necessary for performance of the project.

6. NOTICES

All notices under this Contract shall be deemed duly given upon delivery, if delivered by hand, or three (3) days after posting, if sent by registered mail, receipt requested, to a party hereto at the address hereinafter set forth or to such other address as a party may designate by notice pursuant hereto.

Santa Cruz METRO

Santa Cruz Metropolitan Transit District
110 Vernon Street
Santa Cruz, CA 95060

Attention: Alex Clifford, CEO

CONSULTANT

Elert & Associates
140 Third Street
Stillwater, MN 55082

Attention: Gary Elert

Attachment B

7. ACCEPTANCE OF ELECTRONIC SIGNATURES AND COUNTERPARTS

The parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into this Contract will be considered executed when the signature of a party is delivered by scanned image as an attachment to electronic mail. Such scanned signature must be treated in all respects as having the same effect as an original signature. Each party further agrees that this Contract may be executed in two or more counterparts, all of which constitute one and the same instrument.

8. AUTHORITY

Each party has full power and authority to enter into and perform this Contract and the person signing this Contract on behalf of each has been properly authorized and empowered to enter into this Contract. Each party further acknowledges that it has read this Contract, understands it, and agrees to be bound by it.

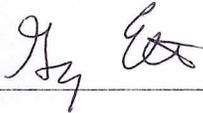
Signed on _____

Santa Cruz METRO –
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Alex Clifford, CEO/General Manager

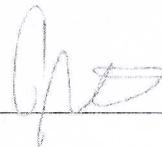
Consultant –
Elert & Associates

Gary Elert, President



Approved as to Form:

Julie Sherman, General Counsel





DATE: January 26, 2018
TO: Board of Directors
FROM: Barrow Emerson, Planning/Development Manager
SUBJECT: CONSIDERATION OF AWARD OF CONTRACT TO CASEY PRINTING, INC. FOR PRINTING OF HEADWAYS BUS RIDER'S GUIDE NOT TO EXCEED \$235,783

I. RECOMMENDED ACTION

- 1) That the Board of Directors authorize the CEO to execute a contract with Casey Printing, Inc. for Printing of Headways Bus Rider's Guide in an amount not to exceed \$235,783 for a three (3)-year period, with options to extend the contract for two (2) additional two (2)-year terms for a total contract term of seven (7) years.**
- 2) That the Board of Directors authorize the CEO to execute future amendments with Casey Printing Inc, for the options to extend, increasing the contract total for each option year as required, not to exceed a total value of \$550,161 for the full seven (7) years.**

II. SUMMARY

- The Santa Cruz Metropolitan Transit District (METRO) has a need for Printing of Headways Bus Rider's Guide.
- A formal invitation for bids was conducted to solicit bids from qualified firms. Three (3) firms submitted bids for METRO's review.
- METRO staff reviewed and evaluated the bids, and is recommending an award to the lowest responsive and responsible bidder, Casey Printing, Inc.

III. DISCUSSION/BACKGROUND

The Headways Bus Rider's Guide is used by our ridership to plan their bus trips. METRO prints and distributes the publication 4 times a year at various locations throughout the district. Folger Graphics is METRO's current provider for these services; however, this contract will expire on January 31, 2018, with no further options to renew.

On November 9, 2007, METRO issued an Invitation for Bids No. 18-07 for Printing of Headways Bus Rider's Guide. METRO legally advertised and distributed Invitation for Bids (IFB) No. 18-07 to twenty-nine (29) firms, posted notice on its website, and sent email notices to all GovDelivery subscribers. On December 7, 2017, bids were received and opened from three (3) firms. A list of these firms and their bid prices are provided below. Purchasing staff has

evaluated the bids and has determined Casey Printing, Inc. to be the lowest responsive and responsible bidder.

Bidding Firm	Bid Price
Casey Printing, Inc.	\$78,594.45 per year
Folger Graphics	\$82,404.44 per year
Consolidated Printers, Inc.	\$181,727.00 per year

Staff is recommending the following actions: 1) that the Board of Directors authorize the CEO to execute a three (3)-year contract on behalf of METRO with Casey Printing, Inc. for Printing of Headways Bus Rider's Guide in an amount not to exceed \$235,783; and 2) that the Board of Directors authorize the CEO to execute future contract extensions with Casey Printing, Inc (for two (2) additional two (2)-year options), for a total anticipated contract value not to exceed \$550,161 and a total term not to exceed seven (7) years.

Contractor will provide all services meeting all METRO's specifications and requirements of the contract. Barrow Emerson will serve as the Contract Administrator and will ensure contract compliance.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The base value of the contract is \$235,783 for the first three (3) years. Should all two (2) options be exercised, the total seven (7)-year value of the contract is anticipated to be \$550,161. Funds to support this contract are included in the FY18-FY20 Operating budget in the Planning & Development account #504215-1600. The Department Manager will be responsible for budgeting this expense each fiscal year.

V. ALTERNATIVES CONSIDERED

The alternative to this multiple-year contract would be to procure these services for each individual project request. This approach would not only be inefficient in terms of procurement response and internal processing time, but would also involve paying top dollar for low-volume needs, and is not recommended.

VI. ATTACHMENTS

Attachment A: Bid form detail submitted by Casey Printers, Inc.

Attachment B: Contract with Casey Printing, Inc.

Note: A full copy of the Contract is available on request.

Prepared By: Barrow Emerson, Planning & Development Manager

VII. APPROVALS:

Barrow Emerson,
Planning/Development Manager

A handwritten signature in blue ink, appearing to read "Barrow Emerson", written over a horizontal line.

Approved as to fiscal impact:
Angela Aitken, Finance Manager

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Alex Clifford, CEO/General Manager

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Attachment A

PART II

BID FORM

The lowest bid is comprised of the Extended Price of all items specified in the bid form.

BIDDER TO FILL OUT THE BID FORM BELOW:

Item No.	Item Description	Unit Price (\$)	Quantity (production runs per year)	Extended Price	Tax (9.0 %)	Total Price
1.	BASE BID: Run of 18,000 copies , quote price for 30# recycled newsprint and soy-based ink with grey-screen and only color front page and middle tear out, 80 pages. (18,000 units x 80 pages=1,440,000 total pages)	\$ 5040.00	4	20,160.00	1814.40	\$ 21,974.40
2	OPTION PRICING: Run of 15,000 copies , quote price for 30# recycled newsprint and soy-based ink with grey-screen and only color front page and middle tear out, 80 pages. (15,000 copies x 80 pages=1,200,000 total pages)	\$ 4530.00	4	18,120.00	1630.80	\$ 19,750.80
3	OPTION PRICING: Run of 20,000 copies , quote price for 30# recycled newsprint and soy-based ink with grey-screen and only color front page and middle tear out, 80 pages. (20,000 copies x 80 pages=1,600,000 total pages)	\$ 5425.00	4	21,700.00	1953.00	\$ 23,653.00
4	OPTION PRICING: Cost for an additional 6,000 copies, placed after delivery of 18,000 run of 30# recycled newsprint and soy-based ink with grey-screen and only color front page and middle tear out, 80 pages. (20,000 copies x 80 pages=1,600,000 total pages)	\$ 2995.00	4	11,980.00	1078.20	\$ 13,058.20
5.	OPTION PRICING: Cost per single additional interior color page to replace grayscale page, by special request.	145.00	1 page	145.00	13.05	158.05
	Total					78,594.45

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Attachment B

CONTRACT FOR PRINTING OF HEADWAYS BUS RIDER'S GUIDE (18-07)

THIS CONTRACT is made effective on February 1, 2018 between the SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ("Santa Cruz METRO"), a political subdivision of the State of California, and **Casey Printing, Inc.** ("Contractor").

1. RECITALS

1.01 Santa Cruz METRO's Primary Objective

Santa Cruz METRO is a public entity whose primary objective is providing public transportation and which has its principal office at 110 Vernon Street, Santa Cruz, California 95060.

1.02 Santa Cruz METRO's Need for Printing of Headways Bus Rider's Guide

Santa Cruz METRO requires the Printing of Headways Bus Rider's Guide to be used for standard purposes. In order to obtain said Printing of Headways Bus Rider's Guide, Santa Cruz METRO issued an Invitation for Bids, dated November 9, 2017, setting forth specifications for such Printing of Headways Bus Rider's Guide. The Invitation for Bids is attached hereto and incorporated herein by reference as Exhibit A.

1.03 Contractor's Bid Form

Contractor is a supplier of for Printing of Headways Bus Rider's Guide desired by Santa Cruz METRO and whose principal place of business is 398 E. San Antonio Drive, King City, CA 93930. Pursuant to the Invitation for Bids issued by Santa Cruz METRO, Contractor submitted a bid for Provision of said Printing of Headways Bus Rider's Guide, which is attached hereto and incorporated herein by reference as Exhibit B.

1.04 Selection of Contractor and Intent of Contract

On December 07, 2017, Santa Cruz METRO selected Contractor as the lowest responsive, responsible bidder to provide said Printing of Headways Bus Rider's Guide. The purpose of this Contract is to set forth the provisions of this procurement.

1.05 Contractor and Supplier Synonymous

For the purposes of this Contract, the terms "contractor" and "supplier" are synonymous.

Santa Cruz METRO and Contractor agree as follows:

2. INCORPORATED DOCUMENTS AND APPLICABLE LAW

2.01 Documents Incorporated in This Contract

The documents listed below are attached to this Contract and by reference made a part hereof. This is an integrated Contract. This writing constitutes the final expression of the parties' Contract, and it is a complete and exclusive statement of the provisions of that Contract, except for written amendments, if any, made after the date of this Contract in accordance with Section 12.15 of the General Conditions to the Contract.

a) Exhibit A

Santa Cruz Metropolitan Transit District's "Invitation for Bids" dated November 9, 2017.

Attachment B

b) Exhibit B (Bid Form)

Contractor's Bid Form to Santa Cruz METRO for Printing of Headways Bus Rider's Guide, signed by Contractor and dated December 1, 2017.

2.02 Conflicts

Where in conflict, the provisions of this writing supersede those of the above-referenced documents, Exhibits A and B. Where in conflict, the provisions of Exhibit A supersede Exhibit B.

2.03 Recitals

The Recitals set forth in Article 1 are part of this Contract.

3. TIME OF PERFORMANCE

3.01 General

Contractor shall perform work under this Contract at such times to enable it to meet the time schedules specified in the Specifications Section of the IFB. The Contractor shall not be responsible for delays caused by force majeure events described in Section 3 of the General Conditions of the Contract.

3.02 Term

The term of this Contract commences on the execution of the Contract and shall remain in force for a base term of three (3) years. At the option of Santa Cruz METRO, this Contract may be renewed for two (2) additional two (2) year terms under the same conditions and prices, subject to any adjustments allowed under the Contract.

4. COMPENSATION

4.01 Terms of Payment

Following timely delivery of materials and Santa Cruz METRO's acceptance thereof, Santa Cruz METRO agrees to pay Contractor in accordance with the unit prices set forth in Exhibit B within thirty (30) days thereof. Contractor understands and agrees that if they exceed the \$235,783.35 maximum amount payable under this Contract, it does so at its own risk.

4.02 Invoices

Contractor shall submit invoices with a purchase order number provided by Santa Cruz METRO on a quarterly basis. Contractor's invoices shall include detailed records showing actual materials produced and delivered. Costs exceeding those set forth in Exhibit B will not be paid.

Said invoice records shall be kept up-to-date at all times and shall be available for inspection by Santa Cruz METRO (or any grantor of Santa Cruz METRO, including, without limitation, any State or Federal agency providing project funding or reimbursement) at any time for any reason upon demand for not less than four (4) years after the date of expiration or termination of the Contract. Under penalty of law, Contractor represents that all amounts billed to Santa Cruz METRO are (1) actually incurred; (2) reasonable in amount; (3) related to this Contract; and (4) necessary for performance of the services. No expenses shall be paid by Santa Cruz METRO unless specifically allowed by this Contract.

Attachment B

5. NOTICES

All notices under this Contract shall be deemed duly given upon delivery, if delivered by hand, or three (3) days after posting, if sent by registered mail, receipt requested, to a party hereto at the address hereinunder set forth, or to such other address as a party may designate by notice pursuant hereto.

Santa Cruz METRO

Santa Cruz Metropolitan Transit District
110 Vernon Street
Santa Cruz, CA 95060

Attention: General Manager

CONTRACTOR

Casey Printing, Inc.
398 E. San Antonio Drive
King City, CA 93930

Attention: Mr. Richard Casey

Attachment B

6. **ACCEPTANCE OF ELECTRONIC SIGNATURES AND COUNTERPARTS**

The parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into this Contract will be considered executed when the signature of a party is delivered by scanned image as an attachment to electronic mail. Such scanned signature must be treated in all respects as having the same effect as an original signature. Each party further agrees that this Contract may be executed in two or more counterparts, all of which constitute one and the same instrument.

7. **AUTHORITY**

Each party has full power and authority to enter into and perform this Contract and the person signing this Contract on behalf of each has been properly authorized and empowered to enter into this Contract. Each party further acknowledges that it has read this Contract, understands it, and agrees to be bound by it.

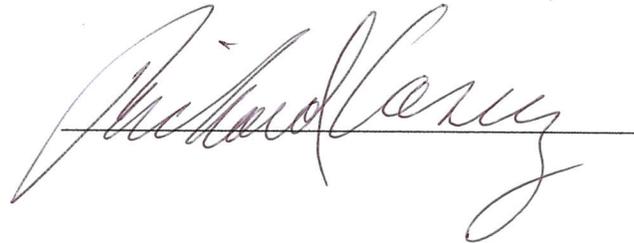
Signed on _____

Santa Cruz METRO –
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Alex Clifford, CEO/General Manager

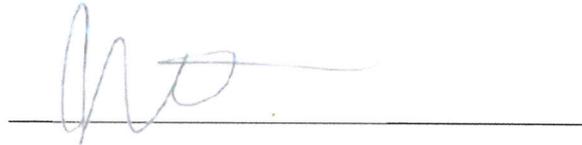
Contractor –
Casey Printing, Inc.

Richard Casey, President



Approved as to Form:

Julie A. Sherman, General Counsel





DATE: January 26, 2018
TO: Board of Directors
FROM: Angela Aitken, DBE Liaison Officer, Finance Manager
**SUBJECT: A SEMI-ANNUAL REPORT ON THE STATUS OF METRO'S
DISADVANTAGED BUSINESS ENTERPRISE PROGRAM**

I. RECOMMENDED ACTION

That the Board of Directors receive a Semi-Annual Report on the status of METRO's Disadvantaged Business Enterprise Program

II. SUMMARY

- As a recipient of federal funds, Santa Cruz Metropolitan Transit District (METRO) participates in the federal Disadvantaged Business Enterprise (DBE) Program as specified in Title 49, Code of Federal Regulations, Part 26 (49 CFR 26).
- The Federal Transit Administration (FTA) requires METRO to recalculate its DBE goal triennially and to report goal attainment semi-annually as a requirement to receive federal funds.
- METRO's FFY15-17 goal for DBE participation is 1.93% of all federally funded procurements with competitive contract bidding opportunities.
- A Semi-Annual report is required to be provided to the Board in concurrence with the FTA reporting schedule and per METRO's DBE policy.
- From April 1, 2017 – September 30, 2017, METRO's DBE attainment for contracts awarded, payments on ongoing contracts, and payments on completed contracts was 15.71%, 0.00%, and 1.70%, respectively.
- Staff is providing this status report on the DBE Program for the last six months of Federal Fiscal Year 2017, April 1, 2017 – September 30, 2017

III. DISCUSSION/BACKGROUND

The Department of Transportation established a Disadvantaged Business Enterprise (DBE) Program in 1980 to ensure that firms competing for federally funded contracts are not subject to unlawful discrimination. DBEs, as defined by the US Department of Transportation, are for-profit small business concerns where socially and economically disadvantaged individuals own at least a 51% interest and also control management and daily business operations. African Americans, Hispanics, Native Americans, Asian-Pacific and Subcontinent Asian Americans, and women are presumed to be socially and economically

disadvantaged. Other individuals can also qualify as socially and economically disadvantaged on a case-by-case basis.

The FTA requires each qualified recipient of more than \$250,000 annually in federal funds to implement a DBE program, recalculate a DBE goal triennially, and report its goal attainment semi-annually, as specified by 49 CFR 26. METRO received approximately \$6.9 million from the FTA in FFY17 and, therefore, must maintain a DBE Program.

It is important to acknowledge the restrictions placed on DBE goal setting, attainment, and reporting:

- Only competitively biddable contracts with federal funding are counted in the procurement opportunities in which DBEs can participate.
 - The majority of METRO's FTA funding is used to pay for internal labor costs and fringe benefits, and is not required to be monitored for the DBE program.
- Several large expenses have no competitive contract opportunities:
 - Utilities, leases and rent payments, subscription services, membership costs, travel.
- Only certified DBEs can be included for setting goals and measuring attainment.
 - Many businesses are owned by minorities and women, but not all of these owners register as DBEs in the statewide program.

METRO's current DBE goal is 1.93% as seen in METRO's DBE semi-annual report for the period covering April 1, 2017 – September 30, 2017 provided as Attachment A. During this reporting period, METRO's DBE attainment for contracts awarded, payments on ongoing contracts, and payments on completed contracts is 15.71%, 0.00%, and 1.70%, respectively.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The DBE Program has direct expenses of less than \$850 for publishing ads and public hearing notices. Failure to update the goal and submit semi-annual reports would jeopardize METRO's receipt of over \$6.9 million in federal financial assistance in FFY17.

V. ALTERNATIVES CONSIDERED

There are no alternatives. Receiving the semi-annual report is a legal requirement connected to METRO receiving federal financial assistance and

Staff is required to provide this information to inform the Board of this important program per METRO's DBE policy, Art. III § 3.304(G).

VI. ATTACHMENTS

Attachment A: December 1, 2017 DBE Semi-Annual Report (April 1, 2017 – September 30, 2017)

Prepared by: Cayla Hill, Administrative Specialist

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



Attachment A

December 1, 2017 DBE Semi-Annual Report (April 1, 2017 - September 30, 2017)

UNIFORM REPORT OF DBE COMMITMENTS/AWARDS AND PAYMENTS

FTA Section

Please refer to the instruction sheet for directions on filling out this form

1	Submitted to (check only one)	<input type="checkbox"/> FHWA	<input type="checkbox"/> FAA	<input checked="" type="checkbox"/> FTA - Recipient ID Number 1622
2	Grant Number(s) (FTA Recipients):			
3	Federal Fiscal year in which reporting period falls:		4. Date This Report Submitted:	
5	Reporting Period:	<input type="checkbox"/> Report due for period Oct 1-Mar 31	<input checked="" type="checkbox"/> Report due for period April 1-Sep 30	<input type="checkbox"/> FAA annual report due Dec 1
6	Name and address of Recipient:	Recipient or subrecipient completing this form		
7	Annual DBE Goal(s):	Race Conscious Projection:	973%	OVERALL Goal: 1.93%

Awards/Commitments this Reporting Period

		A	B	C	D	E	F	G	H	I
A	AWARDS/COMMITMENTS MADE DURING THIS REPORTING PERIOD (Total contracts and subcontracts committed during this reporting period)	Total Federal Share Dollars	Total Number	Total to DBEs (dollars)	Total to DBEs (number)	Total to DBEs/Race Conscious (dollars)	Total to DBEs/Race Conscious (number)	Total to DBEs/Race Neutral (dollars)	Total to DBEs/Race Neutral (number)	Percentage of total dollars to DBEs
8	Prime contracts awarded this period (Standard Agreements)	\$760,275	8	\$119,427	3			\$119,427	3	15.71%
9	Subcontracts awarded/committed this period (3rd Party Contracts)	\$0	0	\$ -	0			\$ -	0	0.00%
10	TOTAL			\$ 119,427.00	3			\$ 119,427.00	3	15.71%

B	BREAKDOWN BY ETHNICITY & GENDER	Total to DBE (dollar amount)			Total to DBE (number)		
		A	B	C	D	E	F
		Women	Men	Total	Women	Men	Total
11	Black American	\$ -	\$ -	\$ -	0	0	0
12	Hispanic American	\$ -	\$119,427	\$ 119,427.00	0	3	3
13	Native American	\$ -	\$ -	\$ -	0	0	0
14	Asian-Pacific American	\$ -	\$ -	\$ -	0	0	0
15	Subcontinent Asian Americans	\$ -	\$ -	\$ -	0	0	0
17	Non-Minority	\$ -	\$ -	\$ -	0	0	0
17	TOTAL	\$ -	\$ 119,427.00	\$ 119,427.00	0	3	3

Payments Made this Reporting Period

C	PAYMENTS ON ONGOING CONTRACTS	A	B	C	D	E	F
		Total Number of Contracts	Total Dollars Paid	Total Number of Contracts with DBEs	Total Payments to DBE firms	Total Number of DBE firms Paid	Percent to DBEs
18	Prime and subcontracts currently in progress	1	\$ 111,947.00	1	\$ -	0	0.00%

D	TOTAL PAYMENTS ON CONTRACTS COMPLETED THIS REPORTING PERIOD	A	B	C	D	E
		Number of Contracts Completed	Total Dollar Value of Contracts Completed	DBE Participation Needed to Meet Goal (Dollars)	Total DBE Participation (Dollars)	Percent to DBEs
19	Race Conscious					
20	Race Neutral	3	\$ 3,798,348.00		\$ 64,536.00	1.70%
21	Totals	3	\$ 3,798,348.00		\$ 64,536.00	1.70%

22	Submitted by: Cayla Hill	23. Signature:	24. Phone Number: (831) 420-2581
----	--------------------------	----------------	----------------------------------

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DATE: January 26, 2018
TO: Board of Directors
FROM: Jolene Church, Human Resources Manager
SUBJECT: APPROVAL OF SEIU MECHANIC SERIES WAGE SURVEY RESULTS

I. RECOMMENDED ACTION

That the Board of Directors approve the SEIU Mechanic series wage survey results

II. SUMMARY

- In December of 2016, Service Employees International Union (SEIU) formally requested a salary survey of the Mechanics job series as per SEIU Memorandum of Understanding (MOU) Article 8.7.1.
- In June of 2017, Angela Aitken, the Interim Human Resources Manager and Caroline Hawkins, the Provisional Assistant Resources Manager, met with representatives from the SEIU and agreed upon the salary study approach.
- In July 2017, the study was extended until the end of August 2017.
- Preliminary wage survey results were provided to the SEIU representatives on August 28, 2017 for review and input.
- In October 2017, when Jolene Church, the new Human Resources Manager came on board, the study was redone after discussions with SEIU representatives.
- On November 6, 2017, the Final Mechanics Series Classification and Compensation Study was provided to the SEIU and both parties were in agreement with the survey results and recommendations.

III. DISCUSSION/BACKGROUND

Article 8.7.1 of the SEIU MOU provides provisions for reclassifications and salary studies. In accordance with this article, in December 2016, the SEIU formally requested a survey of the Mechanic Series wage study.

In June 2016, the Interim Human Resources Manager, the Provisional Assistant Human Resources Manager and SEIU's representatives agreed upon components of the salary study. It was agreed at that time that no benchmark positions existed within the series and no benchmark would be established. It was also agreed that compaction between positions in the ladder and 5% difference between steps on the wage scale would be not be considered. The focus was on market equity and bringing Santa Cruz Metropolitan Transit Distrfict (METRO) to 95% of the median minimum salary within the established compensation market basket.

The agreed upon eleven comparable (compensation market basket) agencies are as follows: Santa Cruz County, Monterey-Salinas Transit (MST), City of Santa Cruz, Alameda-Contra Costa Transit District (AC Transit), Santa Clara Valley Transit Authority (VTA), San Joaquin Regional Transit Authority, Contra Costa Transit, Golden Gate Transit, Riverside Transit, San Mateo County Transit (SamTrans), and Santa Barbara Transit.

In October 2017, a comprehensive salary study of the Mechanic Series (in agreement with career ladder grouping Article 8.5.1) was conducted. Five (5) positions were reviewed:

- 1) Fleet Maintenance Supervisor
- 2) Lead Mechanic
- 3) Mechanic III
- 4) Mechanic II
- 5) Mechanic I

The study was conducted following best practices in compensation analysis, which included:

- A comprehensive review of duties listed in the job specifications
- 80% or better match basis for alike positions
- Consideration of autonomy, level of competency required, reporting structure, education and years of experience, special certifications, and exempt/non-exempt status
- Phone interviews with agency representatives or email exchanges to ensure a good match for each position
- Information provided by our agency's incumbents, supervisors, and union representatives regarding the classification
- Use of the agency's latest job specifications and salary listings

The results of the compensation analysis indicate that several positions were slightly under market based on the 95% market median formula applied. The results are as follows:

- 1) Lead Mechanic 5.55% under market
- 2) Mechanic III 6.51% under market
- 3) Mechanic II 4.06% under market

Conversely, the analysis data also provided an indication that several positions were above market within the series, specifically the top and bottom of the series.

- 1) Fleet Maintenance Supervisor 6.83% above market
- 2) Mechanic I 7.46% above market

It was deduced that the practice outlined in the MOU, specifically Articles of 8.7 and 8.2.3 for “one off” compensation studies have contributed to this misalignment in compensation. Standard best practice is to evaluate job series compensation periodically (between 3-5 years) unless extreme economic changes to market conditions occur (i.e. recession, economic boom, etc.). This typically occurs concurrent to collective bargaining.

It is recommended that the Board of Directors approve the SEIU Mechanic Wage Survey results, which include:

Resetting the following salaries: Lead Mechanic, Mechanic II, and Mechanic III to 95% of median per study results (See Attachment A: Mechanic Salary Survey 2017).

IV. FINANCIAL CONSIDERATIONS/IMPACT

METRO’s Fleet Department currently has 13.0 FTEs that are impacted by the results of this study. As per the provisions outlined in the SEIU MOU Article 8.7.1, any impact to employee salaries resulting from a wage survey requested in December will become effective July 1st.

This represents an additional \$60,000 in salaries for the Fleet Department in FY18.

V. ALTERNATIVES CONSIDERED

Reject the suggested wage survey. Staff does not recommend this action as the agreement between METRO and the SEIU provides for such wage surveys and may help METRO attract and retain personnel.

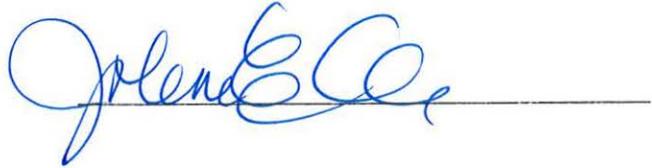
VI. ATTACHMENTS

- Attachment A:** Mechanic Salary Survey 2017
- Attachment B:** Revised Salary Schedule for VMU Effective June 15, 2017
- Attachment C:** Revised Salary Schedule for VMU Effective June 14, 2018

Prepared By: Jolene E. Church, Human Resources Manager

VII. APPROVALS

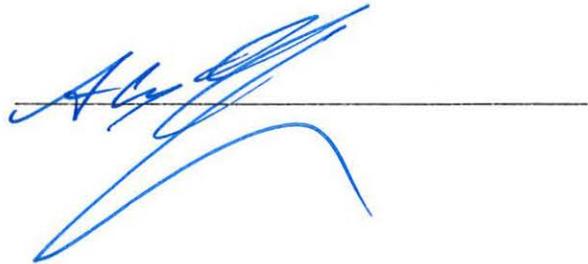
Jolene E. Church, HR Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



2017 SALARY SURVEY - Mechanics Series										
Position	Job Series	Preferred Benchmark Ratios	SCM Monthly Min	Market Monthly Median	SCM Min to Median Market	Hourly Market Median	SCM Hrly @ 95% Median	SCM Current Min Rate	Difference	Recommended
Fleet Maintenance Supervisor	Mechanic	n/a	\$5,396	\$5,292	101.97%	\$30.53002	29.00352	31.13002	-6.83%	no change
Lead Mechanic	Mechanic	n/a	\$4,838	\$5,375	90.00%	\$31.00962	29.45913	27.90998	5.55%	\$ 29.45913
Mechanic III	Mechanic	n/a	\$4,607	\$5,165	89.19%	\$29.79998	28.30998	26.58000	6.51%	\$ 28.30998
Mechanic II	Mechanic	n/a	\$4,387	\$4,806	91.29%	\$27.72499	26.33874	25.31002	4.06%	\$ 26.33874
Mechanic I	Mechanic	n/a	\$4,178	\$4,070	102.66%	\$23.48002	22.30602	24.10344	-7.46%	no change

Attachment A

Santa Cruz METRO Salary Survey Fleet Maintenance Supervisor October 2017						Non-exempt Exempt
Agency	Classification	Min Monthly	Max Monthly	*EXEMPT Min Median	**Non exempt Min Median	
Santa Cruz METRO	Fleet Maintenance	\$5,396	\$6,880		\$31,13002	
AC Transit	Maintenance Sup	\$7,412	\$8,848	\$42,76298		
Central Contra Costa Transit Auth	no comp					
Golden Gate Bridge	no comp					
Monterey Salinas Transit	Maintenance Sup	\$5,549	\$8,034		\$32,01537	
Riverside Transit	Maintenance Sup	\$5,886	\$9,123	\$33,96000		
San Mateo County Transit District	Maintenance Sup	\$7,372	\$9,783	\$42,53002		
Santa Barbara MTD	Maintenance Sup	\$5,417	\$6,250	\$31,25002		
Santa Cruz, City of	Garage Service S	\$4,970	\$7,341		\$28,67308	
Santa Cruz, County of	no comp					
San Joaquin Regional Transit District	Maintenance Sup	\$5,292	\$5,292		\$30,53002	
Valley Transportation Authority	Valley Transporta	\$8,506	\$10,341	\$49,07077		
Median Compensation		Mo/Hrly Median @ 95%			\$30,53002	
SCM Comparison Against		\$5,027				
Median Compensation						
% of SCM MIN to Lowest						
Market Min						

These figures are 95% of the median compensation of all comparative agencies

The median compensation reflects the median starting wage for the position at comparative agencies

* Exempt agencies were not used in calculating median compensation- any figures listed are for informational purposes only

** Only exempt agencies were included in the median compensation

Attachment A

Santa Cruz METRO Salary Survey Lead Mechanic October 2017					
Agency	Classification	Min Monthly	Max Monthly	Min Hourly	Max Hourly
Santa Cruz METRO	Lead Mechanic	\$4,838	\$6,795	\$27.90998	\$44.19000
AC Transit	no comp				
Central Contra Costa Transit Authority	Mechanic III	\$4,850	\$5,389	\$27.98002	
	Leader (AKA Lead Mechanic)				
Golden Gate Bridge	Bus Div class	\$7,660			
Monterey Salinas Transit	no comp				
Riverside Transit	no comp				
San Mateo County Transit District	no comp				
Santa Barbara	Working Foreman	\$5,375	\$5,252	\$31.00962	
Santa Cruz, City of	Mechanic class code: 312	\$4,510	\$6,663	\$26.01917	
Santa Cruz, County of	Heavy Equipment	\$5,891	\$7,450	\$33.98654	
San Joaquin Regional Transit Authority	Mechanic Class	\$5,015	\$5,015	\$28.92998	
Valley Transportation Authority	Transit Foreperson	\$7,086	\$8,053	\$40.88002	
Median Compensation		\$5,375			
SCM Comparison Against Market Min		26.41%			
Median Compensation % of SCM MIN to Lowest Market Min		102%			

Mo/Hrly Median @ 95%
\$5,106.25 \$ 29.45913

Attachment A

Santa Cruz METRO Salary Survey Mechanic III October 2017					
Agency	Classification	Min Monthly	Max Monthly	Min Hourly	Max Hourly
Santa Cruz METRO	Mechanic III	\$4,607	\$6,472	\$26.58000	
AC Transit	no comp				
Central Contra Costa Transit A	no comp				
Golden Gate Bridge	Mechanic-Bus cl	\$7,082	\$8,145	\$40.86000	
Monterey Salinas Transit	no comp				
Riverside Transit	A Mechanic	\$5,311	\$5,886	\$30.63998	
San Mateo County Transit Distr	Mechanic 'A'	\$5,165	\$6,888	\$29.79998	
Santa Barbara	Master Mechanic	\$5,148	\$5,119	\$29.70000	
Santa Cruz, City of	no comp				
Santa Cruz, County of	no comp				
San Joaquin Regional Transit D	Mechanic Class 4	\$4,798	\$4,798	\$27.68002	
Valley Transportation Authority	no comp				
Median Compensation	\$5,165				
SCM Comparison Against	-10.81%				
Median Compensation					
% of SCM MIN to Lowest	100%				
Market Min					

Mo/Hrly Median @ 95%
\$4,907.06 \$ 28.30998

Attachment A

Santa Cruz METRO Salary Survey Mechanic II October 2017					
Agency	Classification	Min Monthly	Max Monthly	Min Hourly	Max Hourly
Santa Cruz METRO	Mechanic II	\$4,387	\$6,164	\$25.31002	\$33.18000
AC Transit	Journey-Level Me	\$5,751	\$6,391	\$25.20998	\$33.18000
Central Contra Costa Transit A	Mechanic II class	\$4,370	\$5,141	\$25.20998	\$33.18000
Golden Gate Bridge	No comp				
Monterey Salinas Transit	Mechanic Intern	\$4,966	\$6,027	\$28.65000	\$33.18000
Riverside Transit	"B" Mechanic	\$4,588	\$5,311	\$26.46998	\$33.18000
San Mateo County Transit Distr	Mechanic "B"	\$4,661	\$6,214	\$26.88998	\$33.18000
Santa Barbara	Mechanic	\$4,950	\$4,950	\$28.56000	\$33.18000
Santa Cruz, City of	Equipment Mech	\$3,938	\$5,818	\$22.71923	\$33.18000
Santa Cruz, County of	Heavy Equipmen	\$5,430	\$6,852	\$31.32692	\$33.18000
San Joaquin Regional Transit D	Mechanic Class B	\$4,352		\$25.10920	\$33.18000
Valley Transportation Authority	Transit Mechanic	\$6,779	\$7,703	\$39.10962	\$33.18000
Median Compensation					
SCM Comparison Against					
Median Compensation					
% of SCM MIN to Lowest					
Market Min					

Mo/Hrly Median @ 95%
\$4,565.38 \$ 26.33874

Attachment A

Santa Cruz METRO Salary Survey Mechanic I October 2017					
Agency	Classification	Min Monthly	Max Monthly	Min Hourly	Max Hourly
Santa Cruz METRO	Mechanic I	\$4,178	\$5,869	\$24.10344	\$38.00000
AC Transit	Apprentice Mech	\$3,787	\$5,902	\$21.84998	\$33.00000
Central Contra Costa Transit Authority	Mechanic I	\$4,174	\$4,911	\$24.08002	\$30.00000
Golden Gate Bridge	no comp				
Monterey Salinas Transit	Mechanic	\$4,465	\$5,429	\$25.76002	\$32.00000
Riverside Transit	"C" Mechanic	\$3,879	\$4,588	\$22.38000	\$28.00000
San Mateo County Transit District	Mechanic "C"	\$3,966	\$5,288	\$22.88002	\$28.00000
Santa Barbara	Mechanic Assista	\$4,853		\$27.99808	\$34.00000
Santa Cruz, City of	Mechanic I class	\$3,447	\$5,094	\$19.88654	\$27.00000
Santa Cruz, County of	Heavy Equipment	\$4,685	\$5,914	\$27.02885	\$34.00000
San Joaquin Regional Transit Authority	Mechanic Class C	\$3,752		\$21.64560	\$28.00000
Valley Transportation Authority	Service Mechanic	\$5,193	\$5,900	\$29.96002	\$36.00000
Median Compensation					
SCM Comparison Against Median Compensation					
% of SCM MIN to Lowest Market Min					

Mo/Hrly Median @ 95%
\$3,866.38 \$22.30602

Attachment B

Effective June 15, 2017

	Step 1	Step 1 LL	Step 2	Step 2 LL	Step 3	Step 3 LL	Step 4	Step 4 LL	Step 5	Step 5 LL	Step 6	Step 6 L	Step 6 LL
VMU SALARY SCHEDULE													
BODY REPAIR MECHANIC	25.29	26.55	27.81	27.88	29.21	27.88	29.27	30.66	29.27	30.73	32.19	30.73	33.81
ELECTRONIC TECHNICIAN	31.06	32.61	34.16	32.61	34.24	35.95	35.95	37.66	35.95	37.75	39.55	37.75	41.53
FM LEAD MECHANIC	29.46	30.93	32.40	30.93	32.48	34.10	34.10	35.72	34.10	35.81	37.52	35.81	39.39
FM MECHANIC I	24.10	25.31	26.52	25.31	26.58	27.91	27.91	29.24	27.91	29.31	30.71	29.31	32.25
FM MECHANIC II	26.34	27.66	28.98	27.66	29.04	30.49	30.49	31.94	30.49	32.01	33.53	32.01	35.21
FM MECHANIC III	28.31	29.73	31.15	29.73	31.22	32.78	32.78	34.34	32.78	34.42	36.06	34.42	37.86
LEAD PARTS CLERK-FM	25.04	26.29	27.54	26.29	27.60	28.91	27.60	28.98	28.98	30.36	31.88	30.43	33.47
PARTS CLERK	20.15	21.16	22.17	21.16	22.22	23.28	23.28	24.44	23.33	24.44	25.67	24.50	26.96
RECEIVING PARTS CLERK	20.15	21.16	22.17	21.16	22.22	23.28	23.33	24.44	23.33	24.50	25.67	24.50	26.96
UPHOLSTERER I	21.73	22.82	23.91	22.82	23.96	25.10	23.96	25.16	25.16	26.36	27.68	26.42	29.13
UPHOLSTERER II	22.82	23.96	25.10	23.96	25.16	26.36	26.42	27.68	26.42	27.74	29.06	27.74	30.52

(Updated as of 01/10/2018)

Calculation Method:

- Step 1: Calculate 5% of the Base (Base Step x 0.05)
- Step 2: Base Step + 5% of the Base (as calculated in Step 1) to calculate LL (10 Years)
- Step 3: Base Step + 2 x 5% of the Base (as calculated in Step 1) to calculate LL (15 Years)

Example:

- Step 1: Base Rate = \$32.27; 5% of the Base Rate = \$32.27 x 0.05 = \$1.61
- Step 2: \$32.27 + \$1.61 = \$33.88 (6L)
- Step 3: \$32.27 + \$1.61 + \$1.61 = \$35.49 (6LL)

Agreement

Article 10.1 Pay Rates
Agree to pay scales as provided above.

Date _____

Alex Clifford, CEO/General Manager, Santa Cruz METRO

Juan J. Garcia, VMU Chapter Representative

Olivia Martinez, Lead Internal Organizer, SEIU Local 521

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Effective June 14, 2018

	Step 1	Step 1 LL	Step 2	Step 2 L	Step 2 LL	Step 3	Step 3 L	Step 3 LL	Step 4	Step 4 L	Step 4 LL	Step 5	Step 5 L	Step 5 LL	Step 6	Step 6 L	Step 6 LL	
VMU SALARY SCHEDULE																		
BODY REPAIR MECHANIC	25.29	26.55	27.81	26.55	27.88	29.21	27.88	29.27	30.66	29.27	30.73	32.19	30.73	32.27	33.81	32.27	33.88	35.49
ELECTRONIC TECHNICIAN	31.06	32.61	34.16	32.61	34.24	35.87	34.24	35.95	37.66	35.95	37.75	39.55	37.75	39.64	41.53	39.64	41.62	43.60
FM LEAD MECHANIC	29.46	30.93	32.40	30.93	32.48	34.03	32.48	34.10	35.72	34.10	35.81	37.52	35.81	37.60	39.39	37.60	39.48	41.36
FM MECHANIC I	24.10	25.31	26.52	25.31	26.58	27.85	26.58	27.91	29.24	27.91	29.31	30.71	29.31	30.78	32.25	30.78	32.32	33.86
FM MECHANIC II	26.34	27.66	28.98	27.66	29.04	30.42	29.04	30.49	31.94	30.49	32.01	33.53	32.01	33.61	35.21	33.61	35.29	36.97
FM MECHANIC III	28.31	29.73	31.15	29.73	31.22	32.71	31.22	32.78	34.34	32.78	34.42	36.06	34.42	36.14	37.86	36.14	37.95	39.76
LEAD PARTS CLERK-FM	25.04	26.29	27.54	26.29	27.60	28.91	27.60	28.98	30.36	28.98	30.43	31.88	30.43	31.95	33.47	31.95	33.55	35.15
PARTS CLERK	20.15	21.16	22.17	21.16	22.22	23.28	22.22	23.33	24.44	23.33	24.50	25.67	24.50	25.73	26.96	25.73	27.02	28.31
RECEIVING PARTS CLERK	20.15	21.16	22.17	21.16	22.22	23.28	22.22	23.33	24.44	23.33	24.50	25.67	24.50	25.73	26.96	25.73	27.02	28.31
UPHOLSTERER I	21.73	22.82	23.91	22.82	23.96	25.10	23.96	25.16	26.36	25.16	26.42	27.68	26.42	27.74	29.06	27.74	29.13	30.52
UPHOLSTERER II	22.82	23.96	25.10	23.96	25.16	26.36	25.16	26.42	27.68	26.42	27.74	29.06	27.74	29.13	30.52	29.13	30.59	32.05

L = 10 Years Longevity (5%); LL = 15 Years Longevity (5%+5%)

(Updated as of 01/10/2018)

Article 10.2 Longevity.

"METRO shall compensate an employee with longevity increments as follows:

5% of the base salary after ten (10) years of continuous service.

An additional 5% of the base salary after fifteen (15) years of continuous service."

Calculation Method:

Step 1: Calculate 5% of the Base (Base Step x 0.05)

Step 2: Base Step + 5% of the Base (as calculated in Step 1) to calculate L (10 Years)

Step 3: Base Step + 2 x 5% of the Base (as calculated in Step 1) to calculate LL (15 Years)

Example:

Step 1: Base Rate = \$32.27; 5% of the Base Rate = \$32.27 x 0.05 = \$1.61

Step 2: \$32.27 + \$1.61 = \$33.88 (6L)

Step 3: \$32.27 + \$1.61 + \$1.61 = \$35.49 (6LL)

Agreement

Article 10.1 Pay Rates

Agree to pay scales as provided above.

Alex Clifford, CEO/General Manager, Santa Cruz METRO

Juan J. Garcia, MMU Chapter Representative

Olivia Martinez, Lead Internal Organizer, SEIU Local 521

Date _____

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DATE: January 26, 2018
TO: Board of Directors
FROM: Eddie Benson, Maintenance Manager

SUBJECT: CONSIDERATION OF AUTHORIZING THE CEO TO EXECUTE A 5TH AMENDMENT EXTENDING THE CONTRACT WITH KIMBALL MIDWEST FOR FASTENERS, ELECTRICAL TERMINALS AND MISCELLANEOUS ITEMS

I. RECOMMENDED ACTION

That the Board of Directors authorize the CEO to execute a 5th amendment extending the contract for one year with Kimball Midwest for Fasteners, Electrical Terminals and Miscellaneous Items, increasing the contract total by \$30,000 for the additional one-year period, thereby increasing the total contract authority from \$125,000 to \$155,000.

II. SUMMARY

- The Santa Cruz Metropolitan Transit District (METRO) has a contract with Midwest Motor Supply d/b/a Kimball Midwest for Fasteners, Electrical Terminals and Miscellaneous Items that will expire on January 31, 2018.
- Kimball Midwest has requested no changes for the new contract period.
- Kimball Midwest has performed its duties very well under this contract, and therefore a one-year contract extension is recommended.

III. DISCUSSION/BACKGROUND

METRO's Maintenance department requires a wide variety of fasteners and electric terminals for use in repairing revenue and non-revenue fleets, as well as in facilities repairs. Through its participation in Regional Transit Coordinating Council (RTCC) procurements, on February 1, 2013 METRO entered into a contract with Kimball Midwest for Fasteners, Electrical Terminals and Miscellaneous Items. This contract is due to expire on January 31, 2018.

If authorized by the Board, this 5th Amendment will be the last extension of this contract that METRO will execute. Either a competitive procurement will be conducted before this extension expires a year from now, or else METRO will issue blanket purchase orders for fasteners and electric terminals for the Maintenance departments that require these items.

Per Eddie Benson, Maintenance Manager, over the past year the quality of service provided by Kimball Midwest has been very good. Kimball Midwest has reviewed the contract and requested no changes.

Staff recommends that the Board of Directors authorize the CEO to execute a 5th amendment to the contract with Kimball Midwest to extend the term of the contract to January 31, 2019, and to increase the contract total by \$30,000. Eddie Benson, Maintenance Manager, will continue to serve as the Contract Administrator and will ensure contract compliance.

IV. FINANCIAL CONSIDERATIONS/IMPACT

This contract has a total not to exceed of \$125,000. Additional funds in an amount of \$30,000 are requested for approval at this time. The new contract total not to exceed would be \$155,000.

Funds to support this contract are included in the Fleet Maintenance FY18 & FY19 Parts & Supplies (Non-Inv) (504421) Operating Budgets.

V. ALTERNATIVES CONSIDERED

- Do not renew this contract. Staff does not recommend this option, as participating in RTCC joint procurements for commodities that are commonly used by RTCC member agencies ensures better pricing than METRO could likely negotiate on its own.

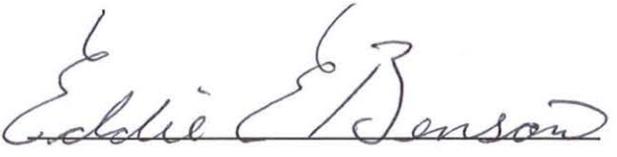
VI. ATTACHMENTS

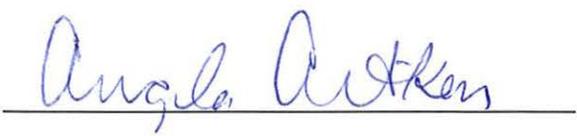
Attachment A: Renewal confirmation from Kimball Midwest

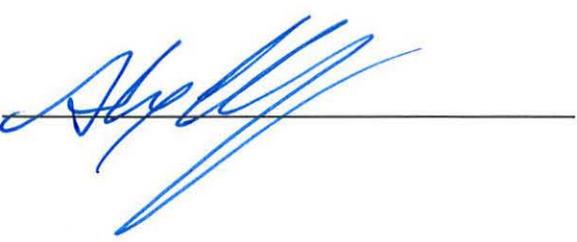
Attachment B: Fifth Amendment to the Contract with Kimball Midwest

Prepared By: Joan Jeffries, Administrative Specialist

VII. APPROVALS:

Eddie Benson, Maintenance Manager 

Approved as to fiscal impact:
Angela Aitken, Finance Manager 

Alex Clifford, CEO/General Manager 

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Attachment A

From: [Basinger, Scott](#)
To: [Joan Jeffries](#)
Cc: [Kristof, Yvonne](#)
Subject: RE: Contract No. 13-17 for Fasteners, Electrical Terminals and Misc. Items - Extension Request
Date: Wednesday, December 13, 2017 12:34:32 PM

No, we will be able to hold that pricing for this for the additional 12 months.

Scott Basinger

Marketing Services Manager

scott.basinger@kimballmidwest.com

Direct Phone - 614.951.2176

From: Joan Jeffries [mailto:JJeffries@scmtd.com]
Sent: Wednesday, December 13, 2017 3:14 PM
To: Basinger, Scott <scott.basinger@kimballmidwest.com>
Cc: Kristof, Yvonne <yvonne.kristof@kimballmidwest.com>
Subject: RE: Contract No. 13-17 for Fasteners, Electrical Terminals and Misc. Items - Extension Request

Wonderful, thank you, Scott!

Would you be requesting any changes to the current pricing?

-Joan

From: Basinger, Scott [<mailto:scott.basinger@kimballmidwest.com>]
Sent: Wednesday, December 13, 2017 12:11 PM
To: Joan Jeffries
Cc: Kristof, Yvonne
Subject: RE: Contract No. 13-17 for Fasteners, Electrical Terminals and Misc. Items - Extension Request

Joan,

My sincerest apologies for not getting back with you. Kimball Midwest would be happy to extend our agreement for another year based on the dates written in your letter.

Please forward on any documents that need to be executed and I'll work with Yvonne to expedite those getting returned to you.

Scott Basinger

Marketing Services Manager

scott.basinger@kimballmidwest.com

Direct Phone - 614.951.2176

From: Joan Jeffries [mailto:JJeffries@scmtd.com]
Sent: Wednesday, December 13, 2017 2:57 PM
To: Basinger, Scott <scott.basinger@kimballmidwest.com>

11-13A.1

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Attachment B

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT FIFTH AMENDMENT TO CONTRACT NO. 13-17 FOR FASTENERS, ELECTRICAL TERMINALS AND MISCELLANEOUS ITEMS

This Fifth Amendment to Contract No. 13-17 for Fasteners, Electrical Terminals and Miscellaneous Items is made effective February 1, 2018 between the Santa Cruz Metropolitan Transit District ("Santa Cruz METRO"), a political subdivision of the State of California, and Midwest Motor Supply d/b/a Kimball Midwest ("Contractor").

I. RECITALS

- 1.1 Santa Cruz METRO and Contractor entered into a Contract for Fasteners, Electrical Terminals and Miscellaneous Items ("Contract") on February 1, 2013.
- 1.2 The Contract allows for amendment upon mutual written consent.
- 1.3 Santa Cruz METRO and Contractor desire to amend the Contract to extend the Contract term and to increase the Contract total not-to-exceed amount.

Therefore, Santa Cruz METRO and Contractor amend the Contract as follows:

II. TERM

- 2.1 Article 3.02 is replaced in its entirety by the following:

The term of this Contract shall be from February 1, 2013 to January 31, 2019.

Santa Cruz METRO and Contractor may extend the term of this Contract at any time for any reason upon mutual written consent.

III. COMPENSATION

- 3.1 Article 4.01 is amended to include the following language:

Under the terms of the Fifth Amendment, the Contract total not-to-exceed amount is increased by \$30,000.

The new Contract total not-to-exceed amount is \$155,000. Contractor understands and agrees that if it exceeds the \$155,000 maximum amount payable under this Contract, it does so at its own risk.

IV. REMAINING TERMS AND CONDITIONS

- 4.1 All other provisions of the Contract that are not affected by this Amendment shall remain unchanged and in full force and effect.

Attachment B

V. ACCEPTANCE OF ELECTRONIC SIGNATURES AND COUNTERPARTS

5.1 The parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into this Contract will be considered executed when the signature of a party is delivered by scanned image as an attachment to electronic mail. Such scanned signature must be treated in all respects as having the same effect as an original signature. Each party further agrees that this Contract may be executed in two or more counterparts, all of which constitute one and the same instrument.

VI. AUTHORITY

6.1 Article 6 is amended to include the following language:

Each party has full power to enter into and perform this Fifth Amendment to the Contract and the person signing this Fifth Amendment on behalf of each has been properly authorized and empowered to enter into it. Each party further acknowledges that it has read this Fifth Amendment to the Contract, understands it, and agrees to be bound by it.

Signed on _____

Santa Cruz METRO –
SANTA CRUZ METROPOLITAN
TRANSIT DISTRICT

Alex Clifford, CEO/General Manager

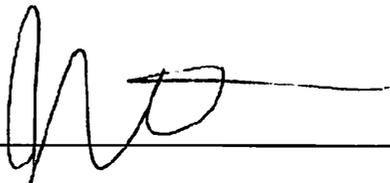
Contractor –
MIDWEST MOTOR SUPPLY d/b/a
KIMBALL MIDWEST

Pat McCurdy, President



Approved as to Form:

Julie Sherman, General Counsel





DATE: January 26, 2018
TO: Board of Directors
FROM: Eddie E. Benson, Maintenance Manager
SUBJECT: CONSIDERATION OF AWARD OF CONTRACT TO TECHNOLOGY INTERNATIONAL, INC. FOR PURCHASE AND DELIVERY OF ONE (1) TOW TRACTOR NOT TO EXCEED \$53,415

I. RECOMMENDED ACTION

That the Board of Directors authorize the CEO to execute a contract with Technology International, Inc. for Purchase and Delivery of One (1) Tow Tractor in an amount not to exceed \$53,415

II. SUMMARY

- The Santa Cruz Metropolitan Transit District (METRO) has a need for a new Tow Tractor.
- A competitive procurement was conducted to solicit bids from qualified firms. Seven (7) firms submitted bids for METRO's review.
- Staff has reviewed all submitted bids and is recommending that the Board of Directors authorize a contract with Technology International, Inc.

III. DISCUSSION/BACKGROUND

On October 23, 2017, METRO legally advertised and distributed Invitation for Bids (IFB) No. 17-13 to twenty (20) firms, posted notice on its website, and sent email notices to all GovDelivery subscribers. On November 22, 2017, bids were received and opened from seven (7) firms. A list of firms and a summary of the bids received are provided in Attachment A. Purchasing staff has reviewed all submitted bids. Technology International, Inc. has been determined to be the lowest responsible bidder whose bid is responsive to all the requirements of the IFB.

Staff recommends that the Board of Directors authorize the CEO to execute a contract on behalf of METRO that shall remain in force until the expiration of the Tow Tractor's Manufacturer's standard 2 year/2000 hour warranty period with Technology International, Inc. for Purchase and Delivery of One (1) Tow Tractor in an amount not to exceed \$53,415. Contractor will provide all equipment and materials meeting all METRO's specifications and requirements of the contract. Eddie E. Benson, Maintenance Manager, will serve as the Contract Administrator and will ensure contract compliance.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The value of the contract is \$53,415. The funding source to support this contract is included in the FY18 Capital Budgets, account number 140002-514070, using FY14 FTA5339A grant funds.

V. ALTERNATIVES CONSIDERED

None

VI. ATTACHMENTS

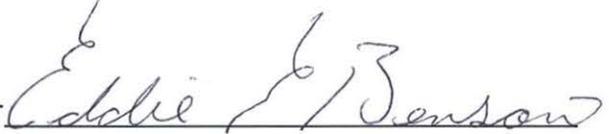
Attachment A: Summary of Bids Received

Attachment B: Contract with Technology International, Inc.

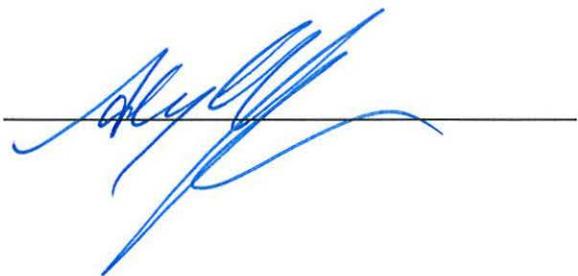
Note: A full copy of the Contract is available on request.

Prepared By: Alex Strudley, Purchasing Agent

VII. APPROVALS:

Eddie E. Benson, Maintenance Manager 

Approved as to fiscal impact:
Angela Aitken, Finance Manager 

Alex Clifford, CEO/General Manager 

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Attachment A



Bid Results for IFB No. 17-13
For Purchase and Delivery of One (1)
Tow Tractor
Opened November 22, 2017 at 2:00 PM

BID RANK	BIDDER	AMOUNT BID
1	Technology International	\$53,415.33
2	NMC-Wollard, Inc.	\$55,463.56
3	K-Lift Service Co	\$57,628.30
4	Ground Support Specialist, LLC	\$61,737.60
5	Kirk's Automotive, Inc.	\$64,626.10
6	Toyota Material Handling	\$65,071.35
7	Aero Specialties	\$65,389.10

Note: Aero Specialties bid (\$59,990 base bid+tax at 9%)
Bidder did not include tax in bid price as instructed in bid forms.

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Attachment B

CONTRACT FOR PURCHASE AND DELIVERY OF QUANTITY ONE (1) TOW TRACTOR (17-13)

THIS CONTRACT is made effective on January 29, 2018 between the SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ("Santa Cruz METRO"), a political subdivision of the State of California, and **Technology International, Inc.** ("Contractor").

1. RECITALS

1.01 Santa Cruz METRO's Primary Objective

Santa Cruz METRO is a public entity whose primary objective is providing public transportation and which has its principal office at 110 Vernon Street, Santa Cruz, California 95060.

1.02 Santa Cruz METRO's Need for the Tow Tractor

Santa Cruz METRO requires the purchase of Tow Tractor to be used for standard purposes. In order to obtain said Tow Tractor, Santa Cruz METRO issued an Invitation for Bids, dated October 23, 2017, setting forth specifications for such Tow Tractor. The Invitation for Bids is attached hereto and incorporated herein by reference as Exhibit A.

1.03 Contractor's Bid Form

Contractor is a supplier of Tow Tractor desired by Santa Cruz METRO and whose principal place of business is 1349 S. International Pwky, Lake Mary, FL 32746. Pursuant to the Invitation for Bids issued by Santa Cruz METRO, Contractor submitted a bid for Provision of said Tow Tractor, which is attached hereto and incorporated herein by reference as Exhibit B.

1.04 Selection of Contractor and Intent of Contract

On November 22, 2017, Santa Cruz METRO selected Contractor as the lowest responsive, responsible bidder to provide said Tow Tractor. The purpose of this Contract is to set forth the provisions of this procurement.

1.05 Contractor and Supplier Synonymous

For the purposes of this Contract, the terms "contractor" and "supplier" are synonymous.

2. DEFINITIONS

2.01 General

The terms (or pronouns in place of them) have the following meaning in the Contract.

2.01.01 ACCEPTANCE DATE - The date on which delivery is deemed to be complete in accordance with the provisions of the Contract and accepted in writing by Santa Cruz METRO.

2.01.02 CONTRACT - The Contract consists of this document, the attachments incorporated herein in accordance with Article 2 of Part VI - "Contract for ITEM," and any written amendments made in accordance with Article 12.15 of Part IV - "General Conditions of the Contract."

Attachment B

2.01.03 CONTRACTOR - Synonymous with Bidder.

2.01.04 DAYS - Calendar Days.

2.01.05 PROVISION - Any term, agreement, covenant, condition, clause, qualification, restriction, reservation, or other stipulation in the Contract that defines or otherwise controls, establishes, or limits the performance required or permitted by either party.

2.01.06 SCOPE OF WORK (OR "WORK") - The entire obligation under the Contract, including, without limitation, all labor, equipment, materials, supplies, transportation, services, and other work products and expenses, express or implied, in the Contract.

Santa Cruz METRO and Contractor agree as follows:

3. INCORPORATED DOCUMENTS AND APPLICABLE LAW

3.01 Documents Incorporated in This Contract

The documents listed below are attached to this Contract and by reference made a part hereof. This is an integrated Contract. This writing constitutes the final expression of the parties' Contract, and it is a complete and exclusive statement of the provisions of that Contract, except for written amendments, if any, made after the date of this Contract in accordance with Section 12.15 of the General Conditions to the Contract.

a) Exhibit A

Santa Cruz Metropolitan Transit District's "Invitation for Bids" dated October 23, 2017, including Addendum(s) No(s). 1 dated November 9, 2017.

b) Exhibit B (Bid Form)

Contractor's Bid Form to Santa Cruz METRO for Quantity One (1) Tow Tractor, signed by Contractor and dated November 21, 2017.

3.02 Conflicts

Where in conflict, the provisions of this writing supersede those of the above-referenced documents, Exhibits A and B. Where in conflict, the provisions of Exhibit A supersede Exhibit B.

3.03 Recitals

The Recitals set forth in Article 1 are part of this Contract.

4. TIME OF PERFORMANCE

4.01 General

Contractor shall perform work under this Contract at such times to enable it to meet the time schedules specified in the Specifications Section of the IFB. The Contractor shall not be responsible for delays caused by force majeure events described in Section 3 of the General Conditions of the Contract.

4.02 Term

The term of this Contract commences on the execution of the Contract and shall remain in force until the expiration of the Tow Tractor's Manufacturer's Standard 2 year/2000 hour warranty period.

Attachment B

5. COMPENSATION

5.01 Terms of Payment

Following delivery of the Tow Tractor, Santa Cruz METRO shall undertake a 30-calendar-day period for inspection and testing of the complete unit. Santa Cruz METRO will notify the Contractor in writing within said thirty (30) calendar days as to whether the Tow Tractor has been accepted.

If Santa Cruz METRO determines that the Tow Tractor or its component parts are not in conformity with the specification requirements, or that there are defects or deficiencies in the materials and equipment, Santa Cruz METRO may reject the goods, or may notify the Contractor of such deficiencies or nonconformity in writing within the aforementioned thirty (30)-day period. The Contractor shall immediately correct or remedy any and all deficiencies or defects noted by Santa Cruz METRO at no cost to Santa Cruz METRO. The Contractor shall complete the necessary corrections within fifteen (15) days of Santa Cruz METRO's notification of deficiencies or nonconformity. At such time as the Contractor has made all necessary corrections to the satisfaction of Santa Cruz METRO, Santa Cruz METRO shall issue the Contractor a written notice of final acceptance. In the event Contractor fails to remedy the deficiencies, Santa Cruz METRO shall have the right to reject the equipment and terminate the Contract for breach. Alternatively, Santa Cruz METRO may cause the repair to be made by its own or other forces, whereupon the cost of the repair shall be deducted from sums otherwise due the Contractor.

Upon written acceptance of the Tow Tractor, Santa Cruz METRO agrees to pay Contractor an amount not to exceed \$53,415.33 as identified in the Bid Form, Exhibit B, for satisfactory completion of all work under the terms and provisions of this Contract within thirty (30) days thereof. Contractor understands and agrees that if they exceed the \$53,415.33 maximum amount payable under this Contract, they do so at their own risk.

5.02 Invoices

Contractor shall submit invoices with a purchase order number provided by Santa Cruz METRO. Said invoice records shall be kept up-to-date at all times and shall be available for inspection by Santa Cruz METRO (or any grantor of Santa Cruz METRO, including, without limitation, any State or Federal agency providing project funding or reimbursement) at any time for any reason upon demand for not less than four (4) years after the date of expiration or termination of the Contract. Under penalty of law, Contractor represents that all amounts billed to Santa Cruz METRO are (1) actually incurred; (2) reasonable in amount; (3) related to this Contract; and (4) necessary for performance of the services. No expenses shall be paid by Santa Cruz METRO unless specifically allowed by this Contract.

6. NOTICES

All notices under this Contract shall be deemed duly given upon delivery, if delivered by hand, or three (3) days after posting, if sent by registered mail, receipt requested, to a party hereto at the address hereinunder set forth, or to such other address as a party may designate by notice pursuant hereto.

Santa Cruz METRO

Santa Cruz Metropolitan Transit District
110 Vernon Street
Santa Cruz, CA 95060

Attention: CEO/General Manager

Attachment B

CONTRACTOR

Technology International, Inc.
1349 South International Pkwy, Suite 2411
Lake Mary, FL 32746

Attention: Michael J. Rosenberg

7. ACCEPTANCE OF ELECTRONIC SIGNATURES AND COUNTERPARTS

The parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into this Contract will be considered executed when the signature of a party is delivered by scanned image as an attachment to electronic mail. Such scanned signature must be treated in all respects as having the same effect as an original signature. Each party further agrees that this Contract may be executed in two or more counterparts, all of which constitute one and the same instrument.

8. AUTHORITY

Each party has full power and authority to enter into and perform this Contract and the person signing this Contract on behalf of each has been properly authorized and empowered to enter into this Contract. Each party further acknowledges that it has read this Contract, understands it, and agrees to be bound by it.

Signed on _____

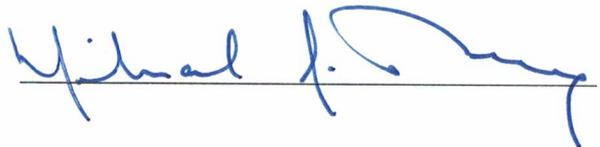
12/7/2017

Santa Cruz METRO –
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Alex Clifford, CEO/General Manager

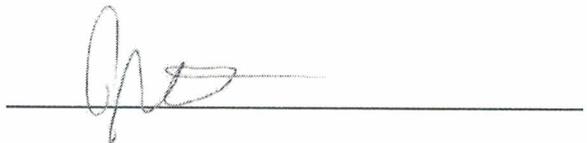
Contractor –
TECHNOLOGY INTERNATIONAL, INC.

Michael J. Rosenberg, Business & Operations Manager



Approved as to Form:

Julie A. Sherman, General Counsel





DATE: January 26, 2018
TO: Board of Directors
FROM: Eddie Benson, Maintenance Manager
**SUBJECT: CONSIDERATION OF AWARD OF CONTRACT TO COASTAL
LANDSCAPING, INC. FOR LANDSCAPING MAINTENANCE SERVICES
NOT TO EXCEED \$ 186,040**

I. RECOMMENDED ACTION

- 1) That the Board of Directors authorize the CEO to execute a contract with Coastal Landscaping, Inc. for Landscaping Maintenance Services in an amount not to exceed \$186,040 for a 3-year period, with options to extend the contract for a total term of seven years.**
- 2) That the Board of Directors authorize the CEO to execute future amendments with Coastal Landscaping, Inc. for the options to extend, increasing the contract total for each option period as required, not to exceed a total value of \$434,094 for the full seven years.**

II. SUMMARY

- The Santa Cruz Metropolitan Transit District (METRO) has a need for Landscaping Maintenance Services.
- A formal request for proposals was conducted to solicit proposals from qualified firms. Five firms submitted proposals for METRO's review.
- A three-member evaluation team comprised of METRO staff reviewed and evaluated the proposals, and is recommending an award to Coastal Landscaping, Inc.

III. DISCUSSION/BACKGROUND

METRO requires the services of a licensed and insured landscape maintenance company to perform landscaping maintenance services at seven METRO sites. Coastal Landscaping, Inc. is METRO's current provider for these services; however, this contract expired on November 30, 2017, with no further options to renew.

On October 24, 2017, METRO issued a formal Request for Proposals (RFP) for Landscaping Maintenance Services. METRO legally advertised and distributed RFP No. 18-02 to 24 firms, posted notice on its website, and sent email notices to all GovDelivery subscribers. On November 30, 2017, proposals were received and opened from five firms. A list of these firms is provided in Attachment A. A

three-member evaluation team comprised of METRO staff has reviewed and evaluated the proposals.

The evaluation team used the following criteria as contained in the Request for Proposals:

Evaluation Criteria	Points
Contractor's Qualifications and Recent Experience	20
Qualifications and Experience of Service Personnel	20
Experience with Government Agencies	10
References	20
Cost Proposal	30
Total Points Possible	100

Staff is recommending the following actions: 1) that the Board of Directors authorize the CEO to execute a three-year contract on behalf of METRO with Coastal Landscaping, Inc. for Landscaping Maintenance Services in an amount not to exceed \$186,040; and 2) that the Board of Directors authorize the CEO to execute two future contract extensions (for two two-year options) with Coastal Landscaping, Inc., for a total anticipated contract value not to exceed \$434,094 and a total term not to exceed seven years.

Contractor will provide all services meeting all METRO's specifications and requirements of the contract. Eddie Benson, Maintenance Manager, will serve as the Contract Administrator and will ensure contract compliance.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The base value of the contract is \$186,040 for the first three years. Out of this total, \$104,040 covers the monthly landscaping maintenance services, and the remainder, \$82,000, is for anticipated special projects. Should both of the two-year options be exercised, the total seven-year value of the contract is anticipated to be \$434,094.

Funds to support the monthly landscaping maintenance portion of this contract (\$104,040) are included in the Facilities Maintenance FY18, FY19 & FY20 Out Repair - Buildings & Improvements (503351) Operating budgets. The \$82,000 of Special Projects will be funded by a combination of FY19 and FY20 Operating funds offset by FTA Section 5339 grant funds as available. The Department Manager will be responsible for budgeting this expense each fiscal year. Funding for the special projects is to be identified prior to proceeding.

V. ALTERNATIVES CONSIDERED

- None. METRO does not have in-house staff with the training or the time to perform these landscaping maintenance services.

VI. ATTACHMENTS

Attachment A: List of Responding Firms

Attachment B: Contract with Coastal Landscaping, Inc.

Note: A full copy of the Contract is available on request.

Prepared By: Joan Jeffries, Administrative Specialist

VII. APPROVALS:

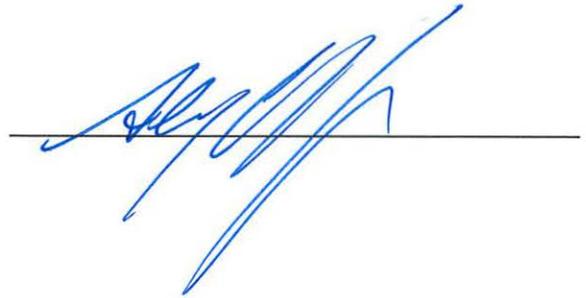
Eddie Benson, Maintenance Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager

OK for AA

Alex Clifford, CEO/General Manager



Attachment A



Responding Firms for RFP No. 18-02

Landscaping Maintenance Services

Received by November 30, 2017 at 5:00 PM

Coastal Landscaping, Inc.	Aptos	CA
K&D Landscaping, Inc.	Watsonville	CA
The Landscape Company	Capitola	CA
New Image Landscape Company	Fremont	CA
Rodriguez Landscape Service	Soquel	CA

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Attachment B

PROFESSIONAL SERVICES CONTRACT FOR LANDSCAPING MAINTENANCE SERVICES (18-02)

THIS CONTRACT is made effective on February 1, 2018 between the SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (“Santa Cruz METRO”), a political subdivision of the State of California, and COASTAL LANDSCAPING, INC. (“Contractor”).

1. RECITALS

1.01 Santa Cruz METRO’s Primary Objective

Santa Cruz METRO is a public entity whose primary objective is providing public transportation and which has its principal office at 110 Vernon Street, Santa Cruz, California 95060.

1.02 Santa Cruz METRO’s Need for Landscaping Maintenance Services.

Santa Cruz METRO has the need for Landscaping Maintenance Services. In order to obtain these services, Santa Cruz METRO issued a Request for Proposals, dated October 24, 2017, setting forth specifications for such services. The Request for Proposals is attached hereto and incorporated herein by reference as Exhibit A.

1.03 Contractor’s Proposal

Contractor is a firm qualified to provide Landscaping Maintenance Services and whose principal place of business is 189 Via Novella, Aptos, California 95003. Pursuant to the Request for Proposals issued by Santa Cruz METRO, Contractor submitted a proposal for Landscaping Maintenance Services, which is attached hereto and incorporated herein by reference as Exhibit B

1.04 Selection of Contractor and Intent of Contract

On January 10, 2018, Santa Cruz METRO selected Contractor as the offeror whose proposal was most advantageous to Santa Cruz METRO to provide the Landscaping Maintenance Services described herein. This Contract is intended to fix the provisions of these services.

Santa Cruz METRO and Contractor agree as follows:

2. INCORPORATED DOCUMENTS AND APPLICABLE LAW

2.01 Documents Incorporated in this Contract

The documents listed below are attached to this Contract and by reference made a part hereof. This is an integrated Contract. This writing constitutes the final expression of the parties’ Contract, and it is a complete and exclusive statement of the provisions of that Contract, except

Attachment B

for written amendments, if any, made after the date of this Contract in accordance with Section 12.15 of the General Conditions to the Contract.

A. Exhibit A

Santa Cruz METRO's "Request for Proposals" dated October 24, 2017, including Addendum No. 1, dated 11/7/2017, and Addendum No. 2, dated 11/20/2017.

B. Exhibit B (Contractor's Proposal)

Contractor's Proposal to Santa Cruz METRO for Landscaping Maintenance Services, signed by Contractor and dated November 8, 2017.

2.02 Conflicts

Where in conflict, the provisions of this writing supersede those of the above-referenced documents, Exhibits A and B. Where in conflict, the provisions of Exhibit A supersede Exhibit B.

2.03 Recitals

The Recitals set forth in Article 1 are part of this Contract.

3. DEFINITIONS

3.01 General

The terms below (or pronouns in place of them) have the following meaning in the Contract:

3.01.01 CONTRACT - The Contract consists of this document, the attachments incorporated herein in accordance with Article 2, and any written amendments made in accordance with Part IV, Section 12.15 of the General Conditions to the Contract.

3.01.02 CONTRACTOR - The Contractor selected by Santa Cruz METRO for this project in accordance with the Request for Proposals issued October 24, 2017.

3.01.03 CONTRACTOR'S STAFF - Employees of Contractor.

3.01.04 DAYS - Calendar days.

3.01.05 OFFEROR - Contractor whose proposal was accepted under the terms and conditions of the Request for Proposals issued October 24, 2017.

Attachment B

3.01.06 PROVISION - Any term, agreement, covenant, condition, clause, qualification, restriction, reservation, or other stipulation in the Contract that defines or otherwise controls, establishes, or limits the performance required or permitted by either party.

3.01.07 SCOPE OF WORK (OR “WORK”) - The entire obligation under the Contract, including, without limitation, all labor, equipment, materials, supplies, transportation, services, and other work products and expenses, express or implied, in the Contract.

4. TIME OF PERFORMANCE

4.01 Term

The term of this Contract will be for a period not to exceed **three (3)** years and shall commence upon the execution of the Contract by Santa Cruz METRO. At the option of Santa Cruz METRO, this Contract agreement may be renewed for **two (2)** additional **two (2)** year terms upon mutual written consent.

5. COMPENSATION

5.01 Terms of Payment

Santa Cruz METRO shall compensate Contractor in an amount not to exceed the amounts/rates agreed upon by Santa Cruz METRO. Santa Cruz METRO shall reasonably determine whether work has been successfully performed for purposes of payment. Compensation shall be made within thirty (30) days of Santa Cruz METRO’s written approval of Contractor’s written invoice for said work. Contractor understands and agrees that if they exceed the **\$186,040** maximum amount payable under this Contract, they do so at their own risk.

5.02 Invoices

Contractor shall submit invoices with a purchase order number provided by Santa Cruz METRO on a monthly basis. Contractor’s invoices shall include detailed records showing actual time devoted, work accomplished, date work accomplished, personnel used, and amount billed per hour. Expenses shall only be billed if allowed under the Contract.

Said invoice records shall be kept up-to-date at all times and shall be available for inspection by Santa Cruz METRO (or any grantor of Santa Cruz METRO, including, without limitation, any State or Federal agency providing project funding or reimbursement) at any time for any reason upon demand for not less than four (4) years after the date of expiration or termination of the Contract. Under penalty of law, Contractor represents that all amounts billed to Santa Cruz METRO are (1) actually incurred; (2) reasonable in amount; (3) related to this Contract; and (4) necessary for performance of the project.

Attachment B

6. NOTICES

All notices under this Contract shall be deemed duly given upon delivery, if delivered by hand, or three (3) days after posting if sent by registered mail, receipt requested, to a party hereto at the address hereinunder set forth, or to such other address as a party may designate by notice pursuant hereto.

Santa Cruz METRO

Santa Cruz Metropolitan Transit District
110 Vernon Street
Santa Cruz, CA 95060

Attention: Alex Clifford, CEO/General Manager

CONTRACTOR

Coastal Landscaping, Inc.
P.O. Box 176
Aptos, CA 95001

Attention: Jeff Powers, CFO
(831) 334-7202
Jeff@CLILandscaping.com

7. ACCEPTANCE OF ELECTRONIC SIGNATURES AND COUNTERPARTS

The parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into this Contract will be considered executed when the signature of a party is delivered by scanned image as an attachment to electronic mail. Such scanned signature must be treated in all respects as having the same effect as an original signature. Each party further agrees that this Contract may be executed in two or more counterparts, all of which constitute one and the same instrument.

8. AUTHORITY

Each party has full power and authority to enter into and perform this Contract and the person signing this Contract on behalf of each has been properly authorized and empowered to enter into this Contract. Each party further acknowledges that it has read this Contract, understands it, and agrees to be bound by it.

Attachment B

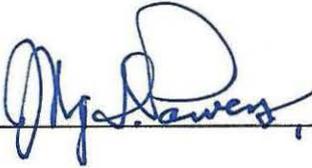
Signed on January 19, 2018

Santa Cruz METRO –
SANTA CRUZ METROPOLITAN
TRANSIT DISTRICT

Alex Clifford, CEO/General Manager

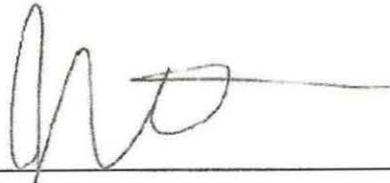
Contractor –
COASTAL LANDSCAPING, INC.

Jeffrey D. Powers, CFO

 CFO

Approved as to Form:

Julie A. Sherman, General Counsel



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THE BOARD OF DIRECTORS PROUDLY PRESENTS THIS

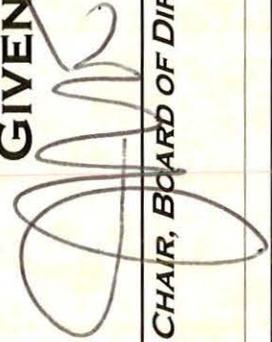
CERTIFICATE OF APPRECIATION

TO

JUAN I. FLORES
BUS OPERATOR

FOR THE COMPLETION OF **20 YEARS OF SERVICE**
BETWEEN 1998 AND 2018

GIVEN THIS 26TH DAY OF JANUARY 2018



CHAIR, BOARD OF DIRECTORS

CEO/GENERAL MANAGER



THE BOARD OF DIRECTORS PROUDLY PRESENTS THIS

CERTIFICATE OF APPRECIATION

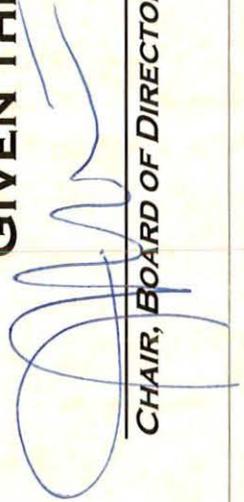
TO

PETE LEGORRETA

TRANSIT SUPERVISOR

**FOR THE COMPLETION OF 30 YEARS OF SERVICE
BETWEEN 1988 AND 2018**

GIVEN THIS 26TH DAY OF JANUARY 2018



CHAIR, BOARD OF DIRECTORS

CEO/GENERAL MANAGER



THE BOARD OF DIRECTORS PROUDLY PRESENTS THIS

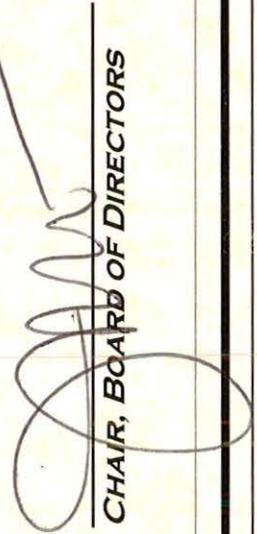
CERTIFICATE OF APPRECIATION

TO

MICHAEL I. MILLER
BUS OPERATOR

**FOR THE COMPLETION OF 20 YEARS OF SERVICE
BETWEEN 1998 AND 2018**

GIVEN THIS 26TH DAY OF JANUARY 2018



CHAIR, BOARD OF DIRECTORS



CEO/GENERAL MANAGER

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BEFORE THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Resolution No.
On the Motion of Director:
Duly Seconded by Director:
The Following Resolution is Adopted:

RESOLUTION OF APPRECIATION FOR THE SERVICES OF ARLAN COLWELL AS BUS OPERATOR FOR THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

WHEREAS, the Santa Cruz Metropolitan Transit District (METRO) was formed to provide public transportation to all of the residents of Santa Cruz County; and,

WHEREAS, the provision of public transportation service requires a competent, dedicated workforce; and,

WHEREAS, METRO, requiring an employee with expertise and dedication, appointed Arlan Colwell to serve in the position of Bus Operator; and,

WHEREAS, Arlan Colwell served as a member of the Operations Department of METRO for the time period of December 19, 2006 to December 19, 2017; and,

WHEREAS, Arlan Colwell provided METRO with dedicated service and commitment during the time of employment; and,

WHEREAS, Arlan Colwell served METRO with distinction; and,

WHEREAS, the service provided to the residents of Santa Cruz County by Arlan Colwell resulted in reliable, quality public transportation being available in the most difficult of times; and,

WHEREAS, during the time of Arlan's service, METRO improved existing and built new operating facilities, developed accessible bus stops, improved ridership, responded to adverse economic conditions; and,

WHEREAS, the quality of life in Santa Cruz County was improved dramatically as a result of the exemplary service provided by Arlan Colwell.

NOW, THEREFORE, BE IT RESOLVED, that upon his retirement as Bus Operator, the Board of Directors of METRO does hereby commend Arlan Colwell for his

efforts in advancing public transit service in Santa Cruz County and expresses sincere appreciation on behalf of itself, the METRO staff and all of the residents of Santa Cruz County.

BE IT FURTHER RESOLVED, that a copy of this resolution will be presented to Arlan Colwell, and that a copy of this resolution be entered into the official records of the Santa Cruz Metropolitan Transit District.

PASSED AND ADOPTED this 26th Day of January 2018 by the following vote:

AYES: Directors -

NOES: Directors -

ABSTAIN: Directors -

ABSENT: Directors -

Approved:
Jimmy Dutra, Chair

Attest:
Alex Clifford, CEO/General Manager

Approved as to form:
Julie Sherman, General Counsel

MARTIN BERNAL, CITY
MANAGER,
CITY OF SANTA CRUZ

STATE OF DOWNTOWN SANTA CRUZ
INCLUDING

- Downtown Plan Updates
- Downtown Development
 - Mixed-Use Housing
 - Farmers' Market
 - Library
- Downtown Streets Team
- Parking Study
- Retail Study Update
- Go Santa Cruz
- Bike Share

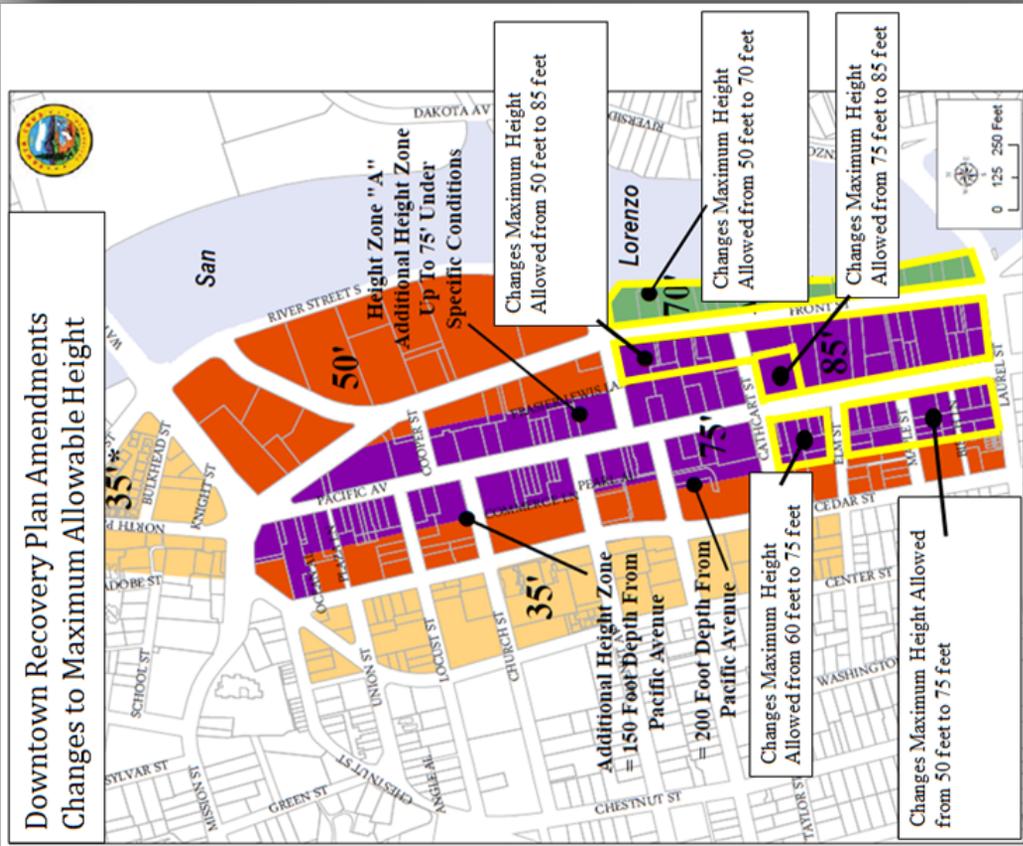
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City of Santa Cruz

State of the Downtown

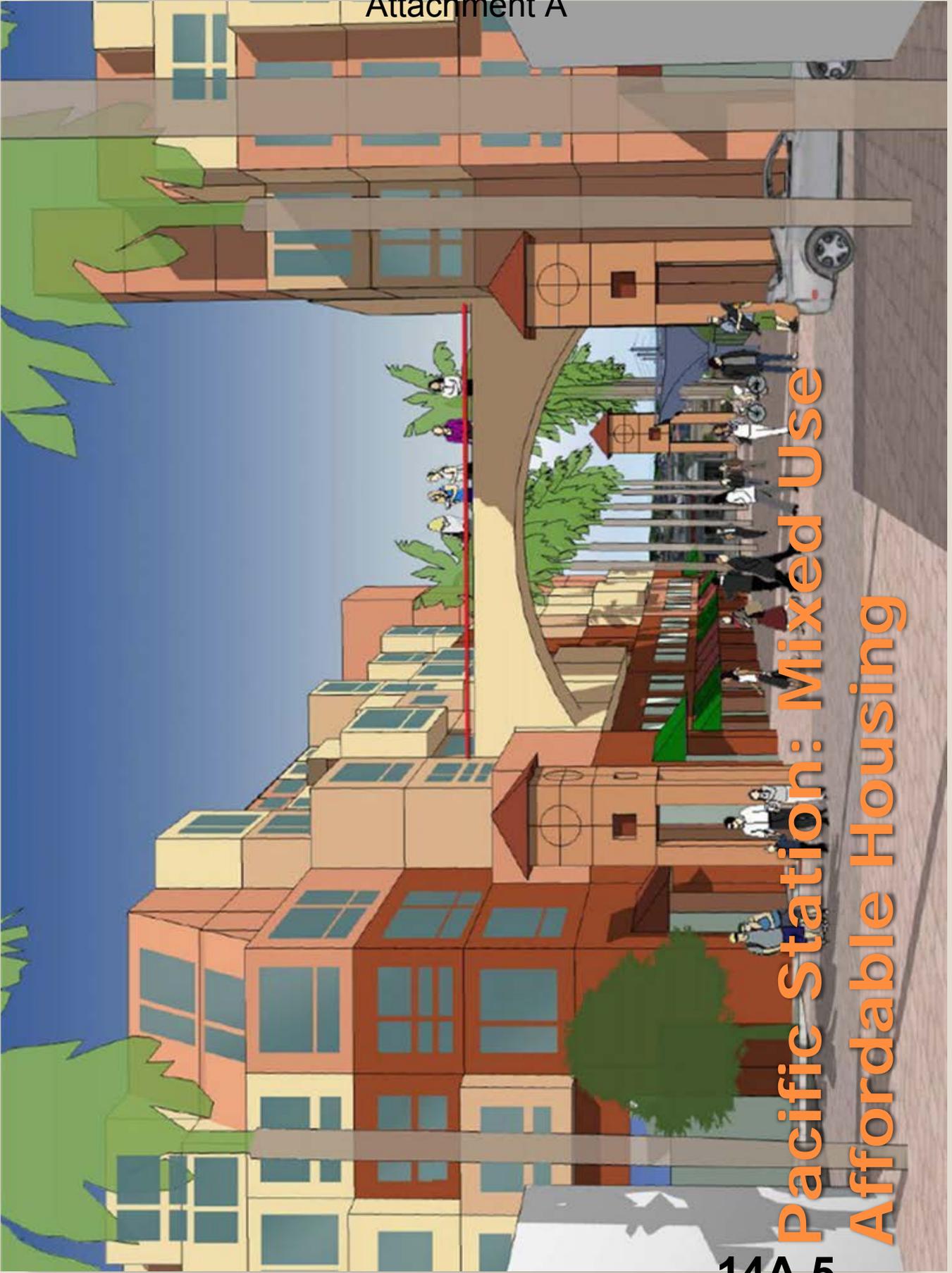
- Downtown Plan Updates
- Downtown Developing
 - Mixed-use Housing
 - Farmers Market
 - Library
- Downtown Streets Team
- Parking Study
- Retail Study Update
- Go Santa Cruz
 - Bike Share

Overview



Downtown Plan





**Pacific Station: Mixed Use
Affordable Housing**



Pacific Station: Maple Alley mixed-use rendering



Farmers' Market



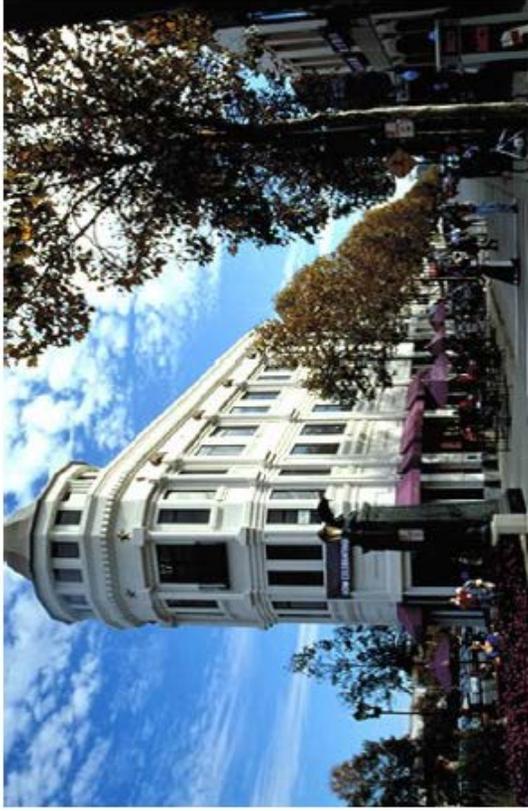
Farmers' Market



Mixed-Use Library/Housing/Office/Parking



Downtown Streets Team



Downtown Santa Cruz

Economics of Parking Study

**ALTERNATIVE PARKING & TRANSPORTATION
DEMAND MANAGEMENT STRATEGIES**

Downtown Parking Study

City of Santa Cruz
Retail Market Analysis
Downtown, East, Waterfront & West Districts

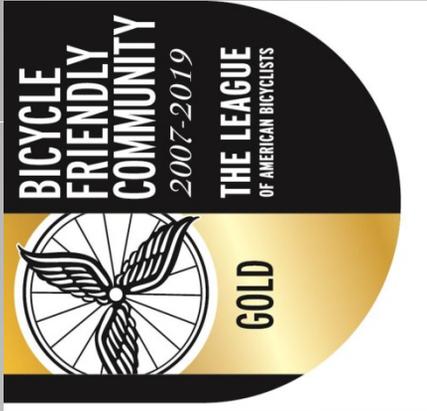


Prepared for:
Santa Cruz Redevelopment Agency
337 Locust Street
Santa Cruz, California

Prepared by:
Gibbs Planning Group
201 W. Main Street
Petaluma, Michigan

6 September 2011

Downtown Retail Update



Go Santa Cruz

	SOV	Carpool	Public transit	Walked	Bicycle	Taxi	Worked at home
USA	76.4	9.5	5.1	2.8	.6	1.2	4.4
California	73.4	10.8	5.2	2.7	1.1	1.4	5.3
Santa Cruz County	69.9	9.3	2.9	3.9	3.8	2.9	7.3
Santa Cruz City	57.3	7.5	6.6	8.9	10.2	2.4	7.1

Go Santa Cruz



Bike Share



Bike Share

Questions?

Thank you!

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DATE: January 26, 2018
TO: Board of Directors
FROM: Angela Aitken, Finance Manager
**SUBJECT: ACCEPT AND FILE THE YEAR TO DATE MONTHLY FINANCIAL
REPORT AS OF SEPTEMBER 30, 2017**

I. RECOMMENDED ACTION

**That the Board of Directors accept and file the Year to Date Monthly
Financial Report as of September 30, 2017**

II. SUMMARY OF ISSUES

- An analysis of Santa Cruz Metropolitan Transit District's (METRO) financial status is prepared monthly in order to inform the Board of Directors regarding METRO's actual revenues and expenses in relation to the adopted operating and capital budgets for the fiscal year.
- This staff report is the web-accessible companion document to the attached PowerPoint presentation titled "Year to Date Monthly Financial Report as of September 30, 2017."
- Staff recommends that the Board of Directors accept and file the attached report.

III. DISCUSSION/BACKGROUND

Below are the written explanations of the various charts and graphs in the attached Year to Date Monthly Financial Report as of September 30, 2017. The fiscal year has elapsed 25%.

Slide 1

(Cover) Year to Date Monthly Financial Report as of September 30, 2017

Slide 2

FY18 Operating Revenue and Expenses for the Month Ending September 30, 2017

- Operating Revenues for the month are favorable by \$266K
- Operating Expenses
 - Labor Regular - favorable by \$84K
 - Labor OT - unfavorable by \$96K
 - Fringe Benefits – favorable by \$214K

- Non-Personnel - unfavorable by \$2K
- Total Operating Expenses – favorable by \$200K
- Total Budget to Actual Variance - favorable by \$466K

Slide 3

FY18 Operating Revenue and Expenses Year to Date as of September 30, 2017

- Operating Revenues Year to Date are favorable by \$254K
- Operating Expenses
 - Labor Regular - favorable by \$294K
 - Labor OT - unfavorable by \$265K
 - Fringe Benefits - favorable by \$495K
 - Non-Personnel - favorable by \$128K
- Total Operating Expenses –favorable by \$653K

Total Budget to Actual Variance - favorable by \$907K

Slide 4

FY18 Operating Revenue by Major Funding Source - Year to Date as of September 30, 2017

- Passenger Fares- actual is \$2,565K while budget is \$2,726K
- Sales Tax Revenue (including Measure D)- actual is \$6,196K while budget is \$5,793K
- TDA- actual and budget are \$1,692K
- Other Revenue- actual is \$137K while budget is \$125K

Slide 5

Favorable/ (Unfavorable) Revenue Variance to Budget Year to Date as of September 30, 2017

- Passenger Fares variance to budget is unfavorable by \$161K primarily due to:
 - FY18 Q1 system-wide ridership decrease of 17.1% (year over year).
- Sales Tax Revenue variance to budget is favorable by \$403K due to higher than anticipated receipts.
- Other Revenue variance to budget is favorable by \$11K primarily due to Advertising and Interest income.

Slide 6

FY18 Operating Expenses by Major Expense Category Year to Date as of September 30, 2017

- Labor - Regular- actual is \$3,805K while budget is \$4,099K
- Labor – OT - actual is \$677K while budget is \$412K
- Fringe Benefits - actual is \$4,840K while budget is \$5,335K
- Services - actual is \$799K while budget is \$886K
- Mobile Materials & Supplies - actual is \$731K while budget is \$735K
- Other Expenses - actual is \$515K while budget is \$552K

Slide 7

FY18 Operating Expenses by Major Expense Category Year to Date as of September 30, 2017

- Labor – Regular variance to budget is favorable by \$294K due to:
 - Vacant funded positions
 - Extended unpaid leaves of absence
 - Lower Medical Insurance Premiums
 - Lower Workers Comp Insurance Costs
- Labor – OT variance to budget is unfavorable by \$265K due to vacant positions and extended leaves of absence in various departments.
- Fringe Benefits variance to budget is favorable by \$495K primarily due to lower medical and workers comp insurance costs.
- Services variance to budget is favorable \$87K primarily due to Prof & Tech Fees under budget.
- Mobile Materials & Supplies variance to budget is favorable by \$4K.
- Other Expenses variance to budget is favorable by \$37K primarily due to Casualty & Liability (Settlement Costs).

Slide 8

FY18 Capital Budget Spending Year to Date (by Funding Source) as of September 30, 2017

- Total Capital Funding year to date is \$753K; FY18 budget is \$19.8M
 - Cal-OES Prop 1B Transits Security Grant funding (CTSGP) is \$216K
 - Operating and Capital Reserve funding is \$315K
 - Federal Capital Grants (FTA) funding is \$169K
 - State Transits Assistance (STA) – Transfers from Operating Budget funding is \$31K
 - State – PTMISEA (1B) funding is \$23K.

Slide 9

FY18 Capital Budget Spending Year to Date as of September 30, 2017

- Total Capital Projects spending year to date is \$753K; FY18 budget is \$19.8M
 - Construction Related Projects spending is \$427K
 - Revenue Vehicle Replacements spending is \$161K
 - Non-Revenue Vehicle Replacements spending is \$155K
 - Misc. spending is \$11K.

Slide 10

(Cover Sheet) - Additional Information

Slide 11

Additional Information for the Month of September 2017

- Unemployment Rate % in Santa Cruz County is 4.7%
- \$ Gasoline per Gallon for the San Francisco-Oakland-San Jose area is \$3.19
- Monthly Ridership - Without UCSC (Cabrillo, Highway 17 and Fixed Route) has increased slightly in September 2017.

Slide 12

FY18 Operating Expenses Year to Date as of December 31, 2017: Preliminary

- Operating Expenses
 - Labor Regular - favorable by \$529K
 - Labor OT - unfavorable by \$633K
 - Fringe Benefits - favorable by \$924K
 - Non-Personnel - favorable by \$726K
- Total Operating Expenses - favorable by \$1,546K

Slide 13

(Cover Sheet) – FY18 & FY19 Non-Controllable Budget Risks as of January 9, 2018

Slide 14

FY18 & FY19 Non-Controllable Budget Risks (exceeding \$200K)

- SB1 Repeal Risk; New TDA-STA PUC 99313 & 99314; New TDA-STA-SGR Revenue

- Operating Budget-TDA-STA-SB1-100% of the SB1 is at risk due to potential voter repeal – \$1,230K and \$1,766 at risk, in FY18 and FY19, respectively.
- Capital Budget-TDA-STA-SB1-SGR-100% of the SB1-SGR is at risk due to potential voter repeal – \$671K at risk, in both FY18 and FY19 (as per Revised SCO estimate dated 11/3/17).
- Total SB1 Repeal Operating and Capital Budget Risk is \$1,901K in FY18 and \$2,437K in FY19.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Total Budget to Actual Variances for the month and year to date are favorable by \$466K and \$907K, respectively.

Non-Controllable budget risks currently exist that could have a significant impact to the operating and capital budgets. Staff will have more information about the potential SB1 voter repeal issue later in the year.

V. ALTERNATIVES CONSIDERED

- There are no alternatives to consider, as this is an accept and file Year to Date Monthly Financial Report.

VI. ATTACHMENTS

Attachment A: Year to Date Monthly Financial Report as of September 30, 2017 Presentation

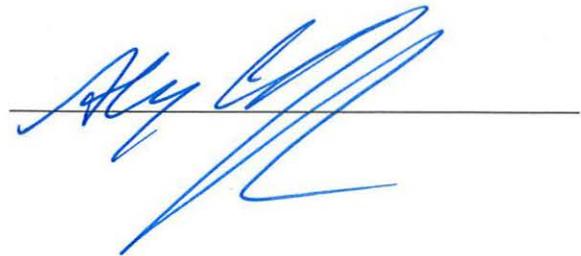
Prepared By: Kristina Mihaylova, Sr. Financial Analyst

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager





Year to Date Monthly Financial Report as of September 30, 2017

Santa Cruz METRO Board of Directors

January 26, 2018

Angela Aitken, Finance Manager

FY18 Operating Revenue and Expenses

For the Month Ending September 30, 2017

25% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual
Operating Revenue:	\$5,248	\$4,982	\$266
Operating Expenses:			
Labor - Regular	\$1,282	\$1,366	\$84
Labor - Overtime	\$233	\$137	(\$96)
Fringe Benefits	\$1,564	\$1,778	\$214
Non-Personnel Expenses	\$766	\$764	(\$2)
Total Operating Expenses:	\$3,845	\$4,045	\$200
Operating Budget Favorable/ (Unfavorable):			\$466



FY18 Operating Revenue and Expenses Year to Date as of September 30, 2017

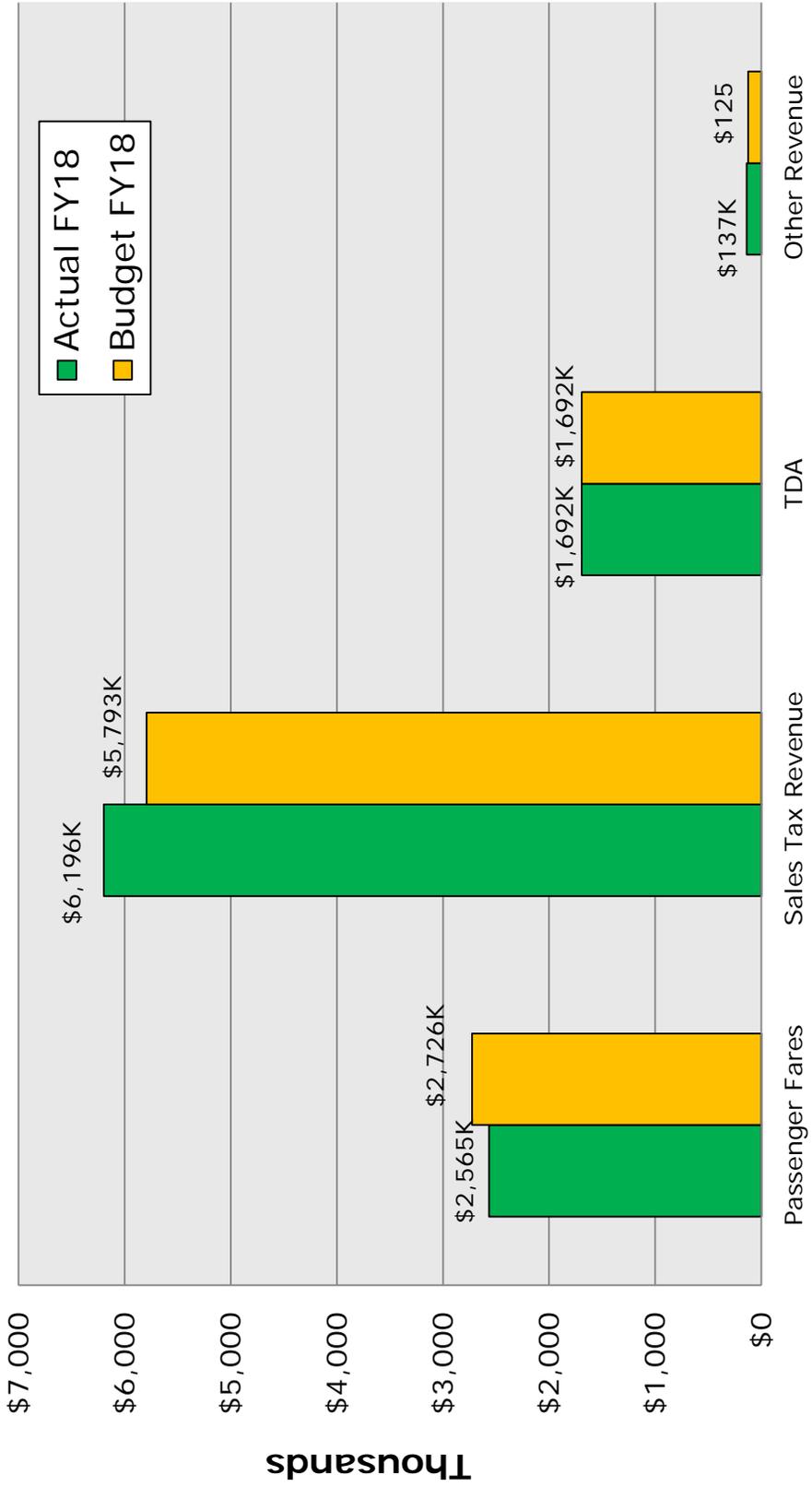
25% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual
Operating Revenue:	\$10,590	\$10,336	\$254
Operating Expenses:			
Labor - Regular	\$3,805	\$4,099	\$294
Labor - Overtime	\$677	\$412	(\$265)
Fringe Benefits	\$4,840	\$5,335	\$495
Non-Personnel Expenses	\$2,045	\$2,173	\$128
Total Operating Expenses:	\$11,366	\$12,019	\$653
Operating Budget Favorable/ (Unfavorable):			\$907

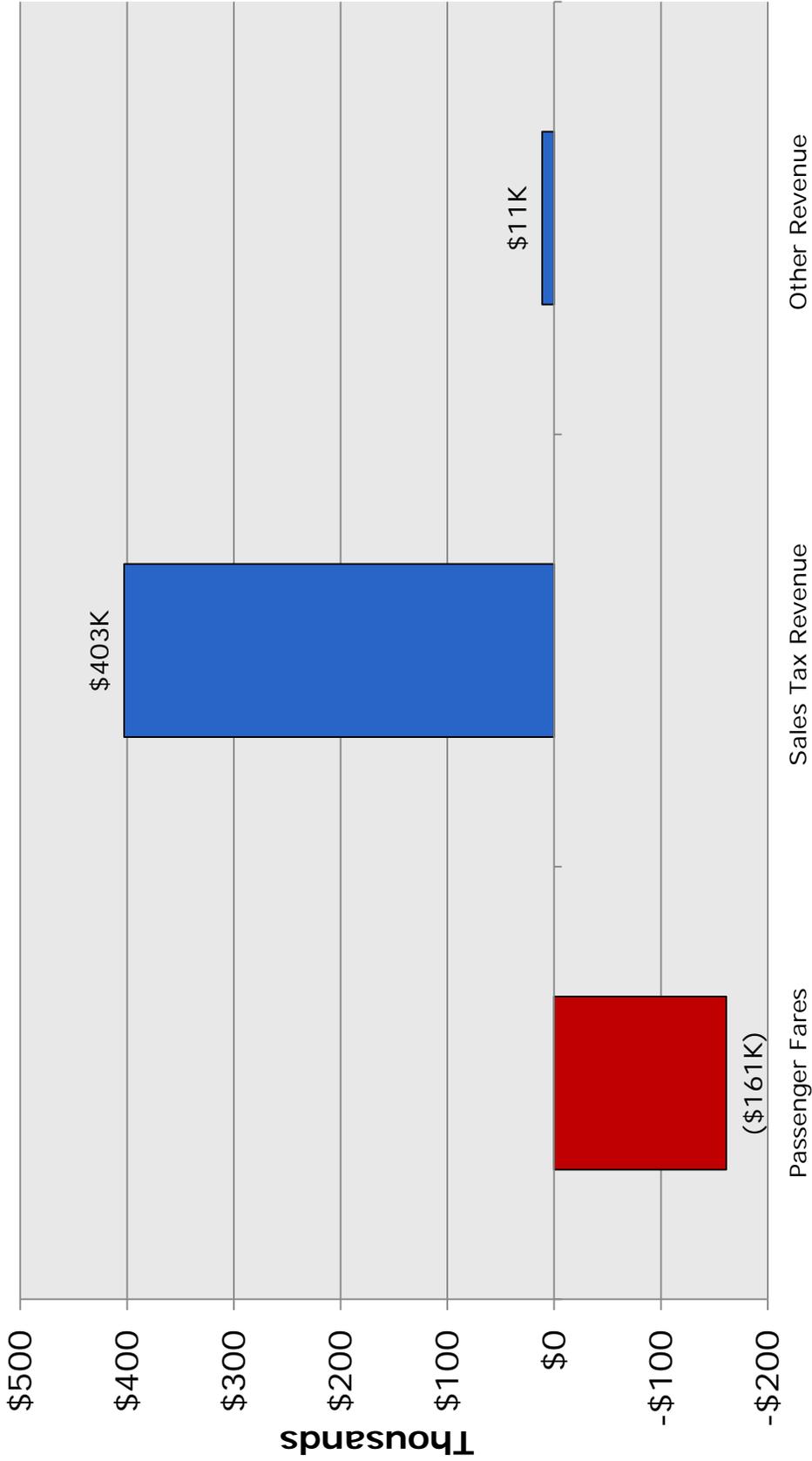
15A.3



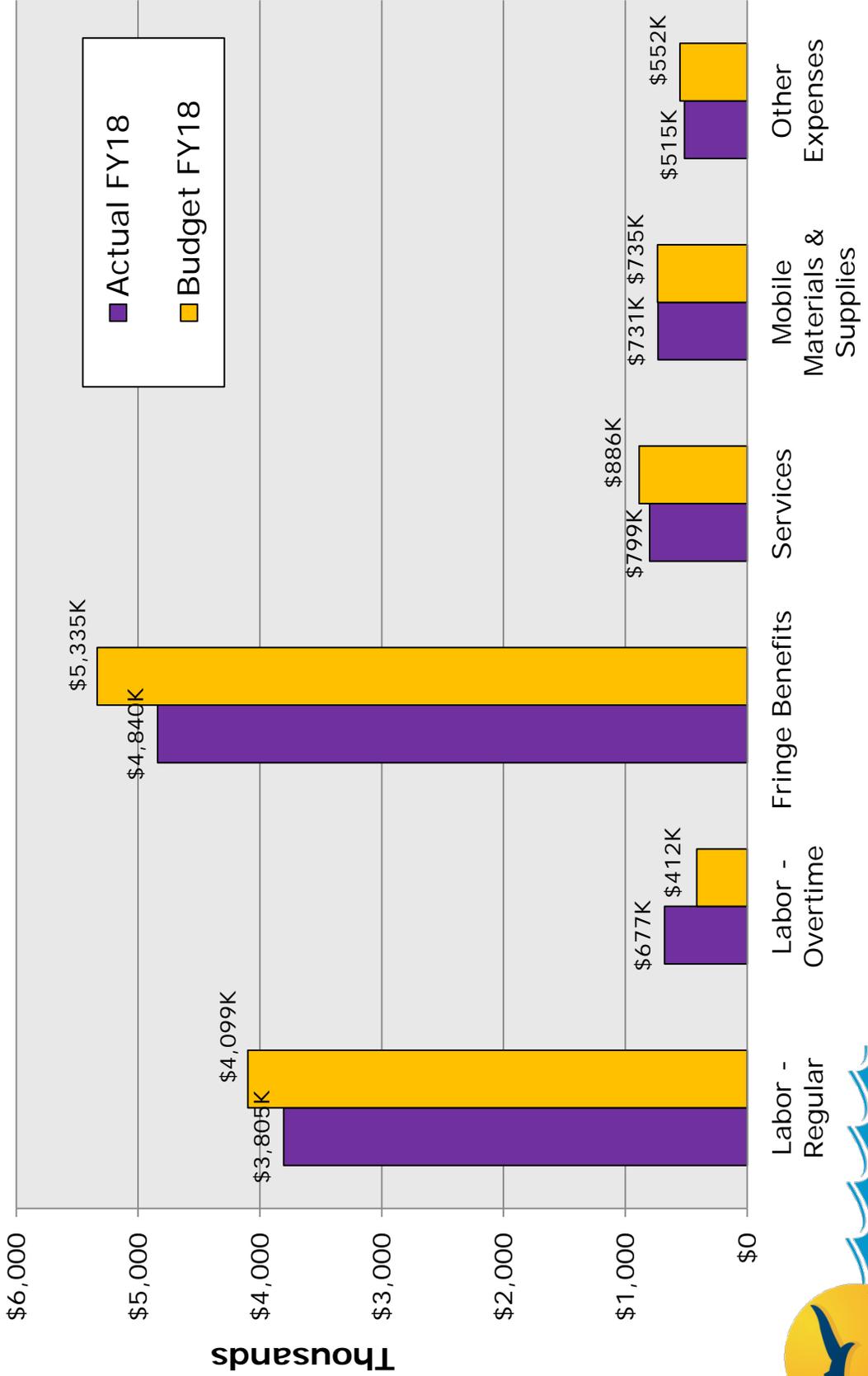
FY18 Operating Revenue by Major Funding Source
Year to Date as of September 30, 2017
 25% of Fiscal Year Elapsed



Favorable/(Unfavorable) Revenue Variance to Budget
Year to Date as of September 30, 2017
25% of Fiscal Year Elapsed



FY18 Operating Expenses by Major Expense Category
Year to Date as of September 30, 2017
25% of Fiscal Year Elapsed

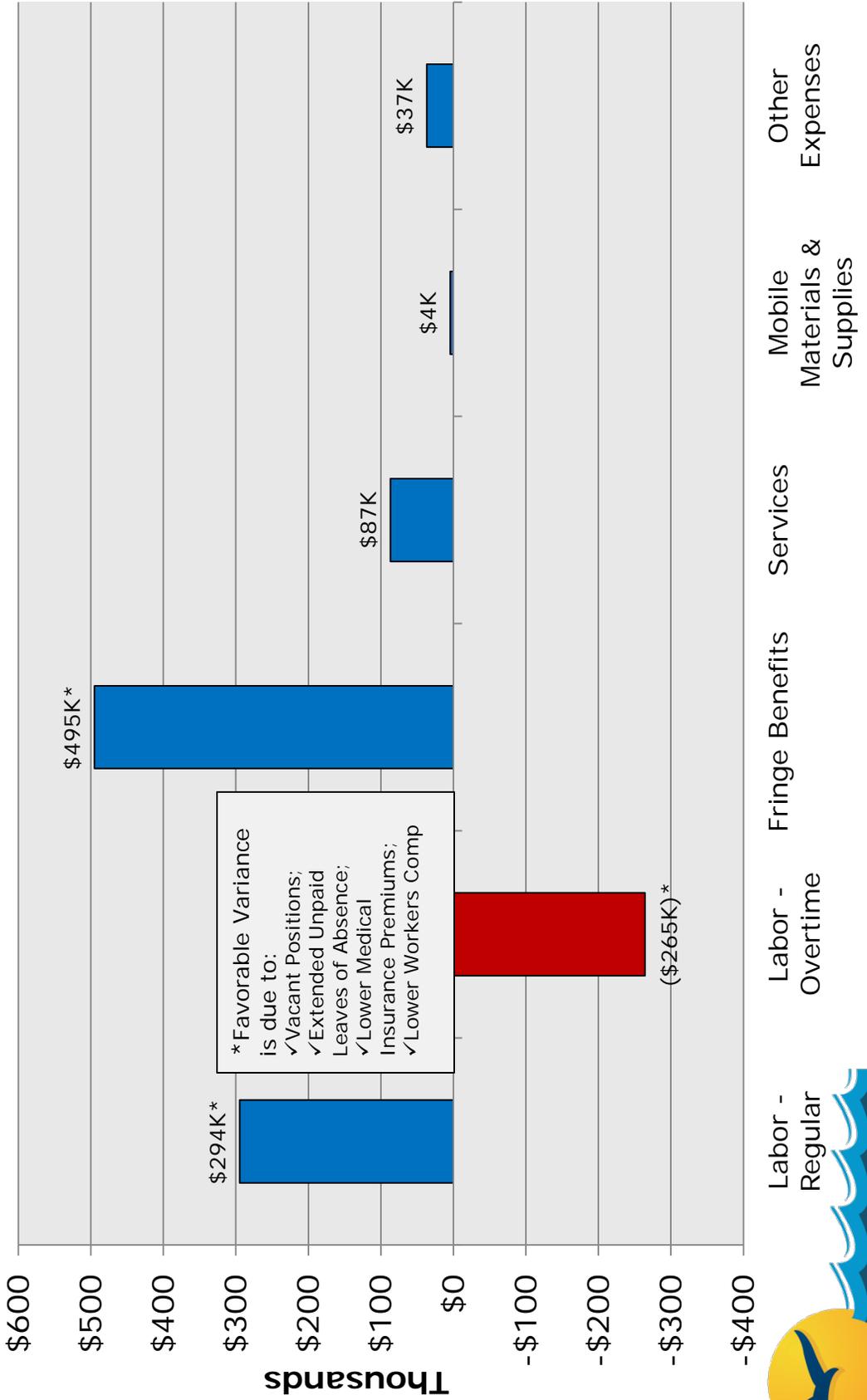


15A.6



Favorable/(Unfavorable) Expense Variance to Budget Year to Date as of September 30, 2017

25% of Fiscal Year Elapsed

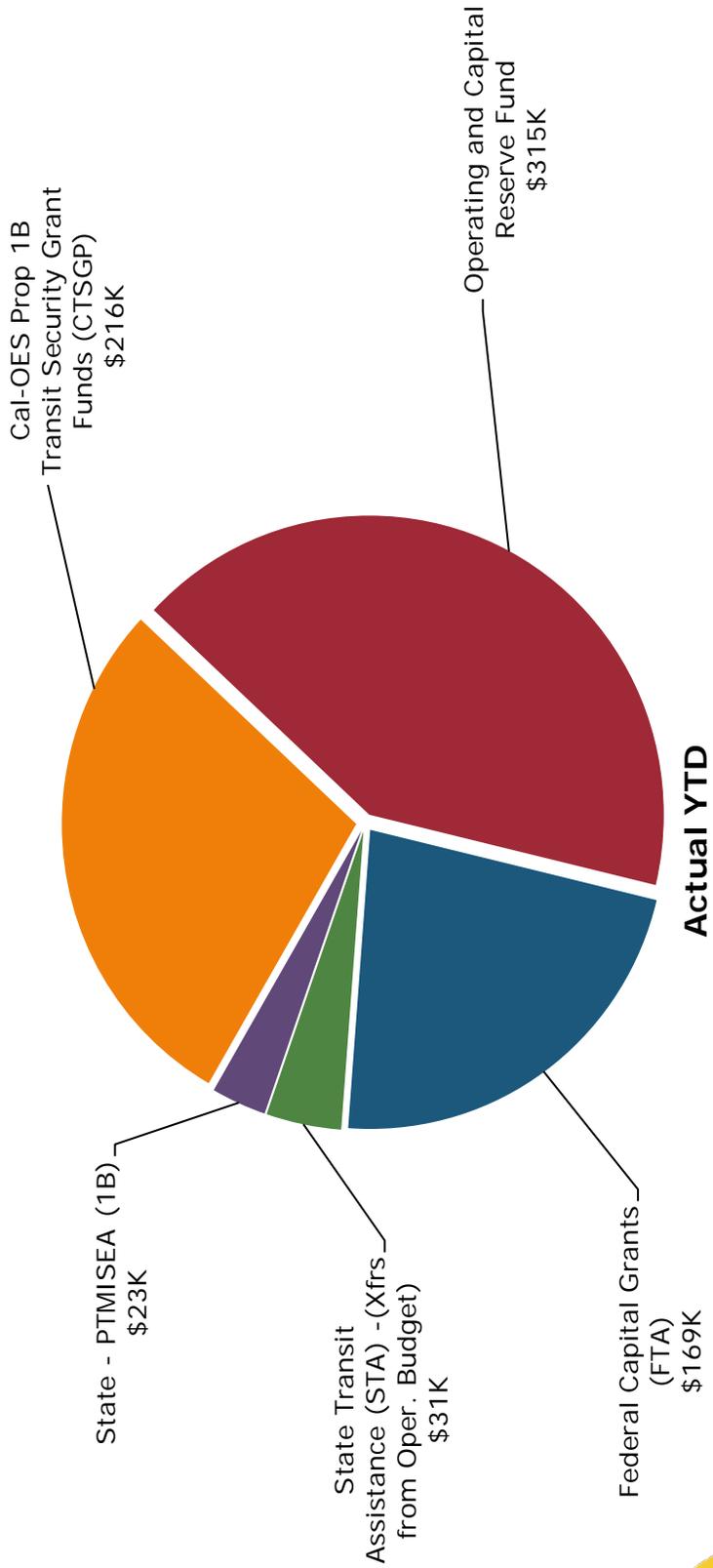


FY18 Capital Budget

Spending Year to Date (by Funding Source) as of September 30, 2017

25% of Fiscal Year Elapsed

	Actual YTD	Total FY18 Budget	% Spent YTD
Total Capital Funding:	\$753,120	\$19,772,978	4%

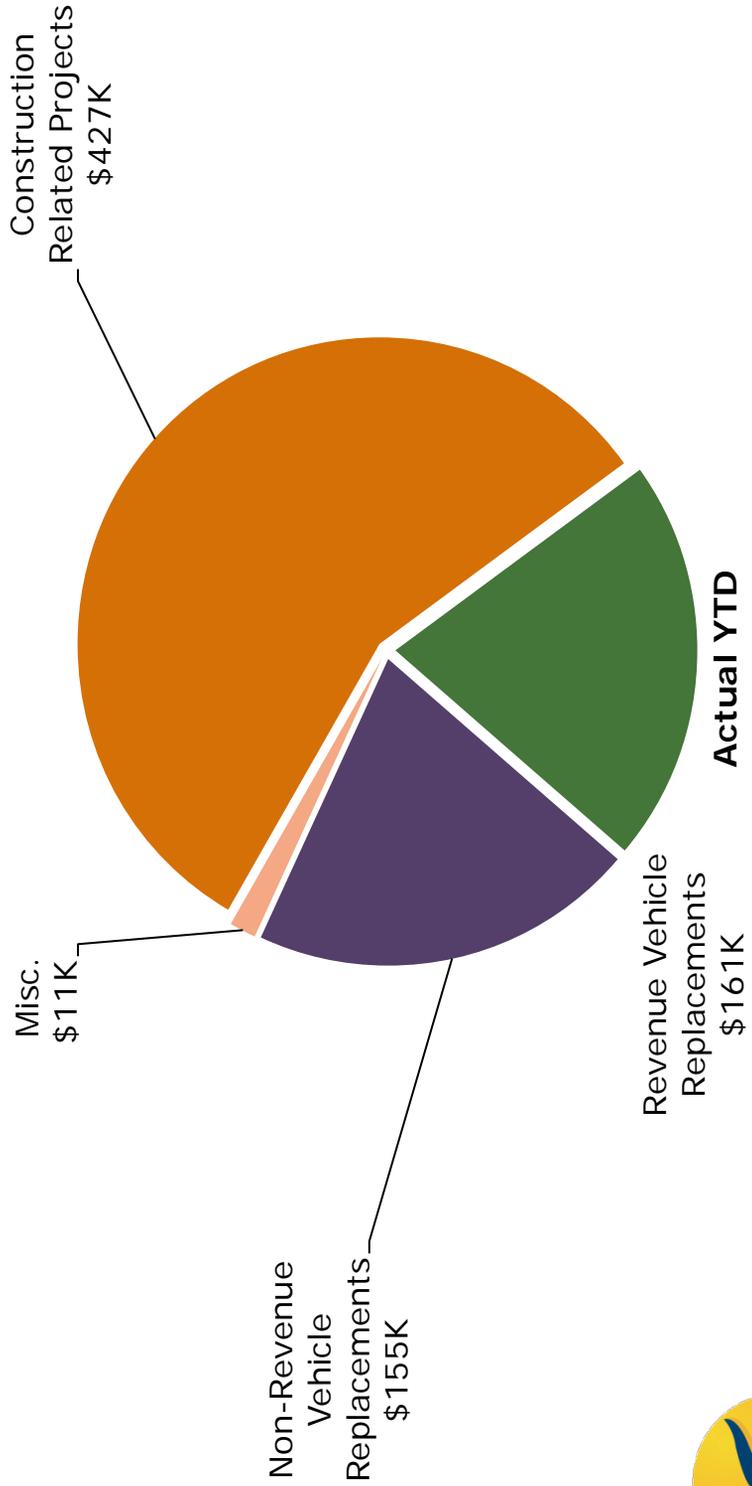


FY18 Capital Budget

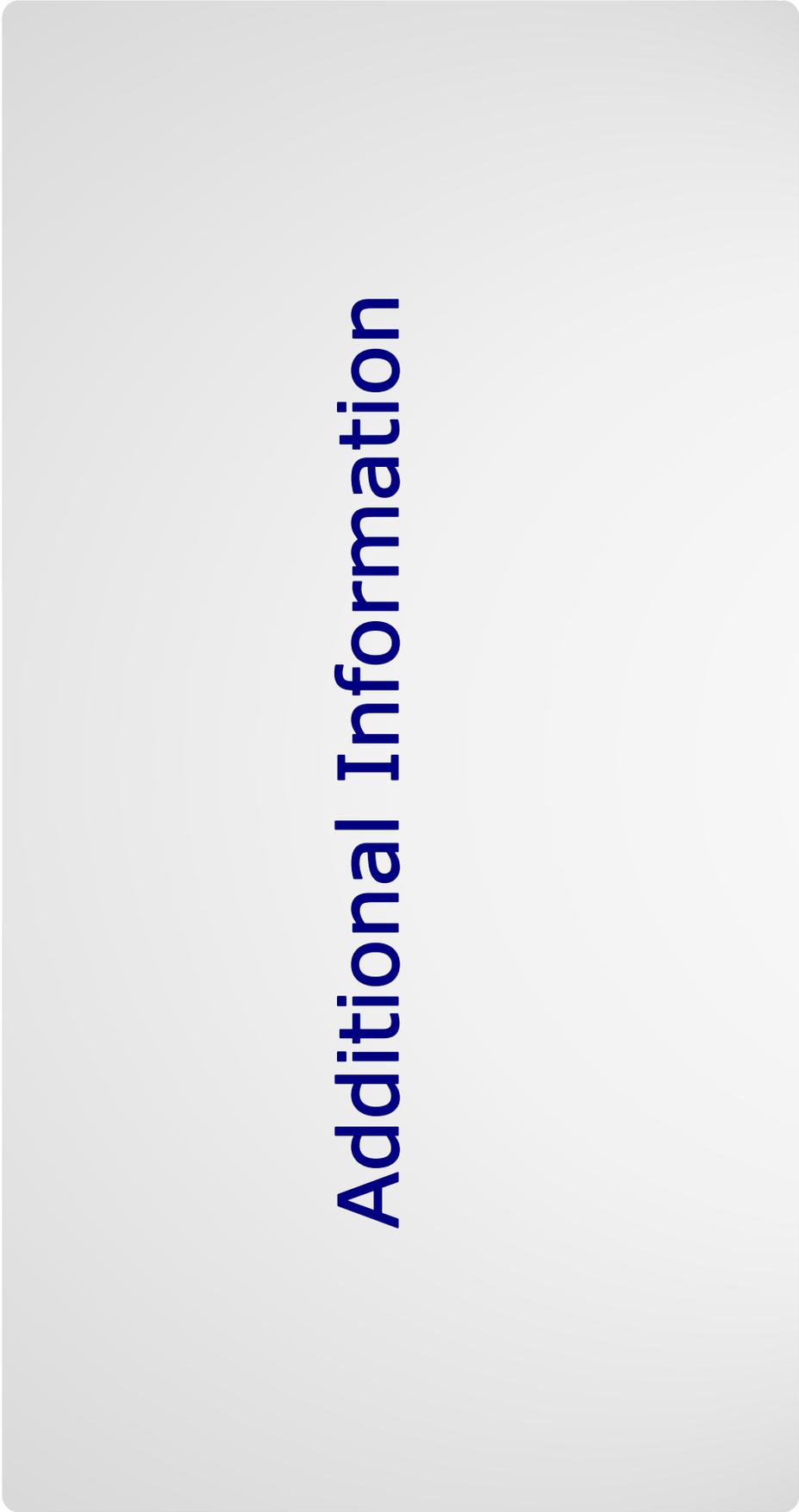
Spending Year to Date as of September 30, 2017

25% of Fiscal Year Elapsed

	Actual YTD	Total FY18 Budget	% Spent YTD
Total Capital Projects:	\$753,120	\$19,772,978	4%



Additional Information

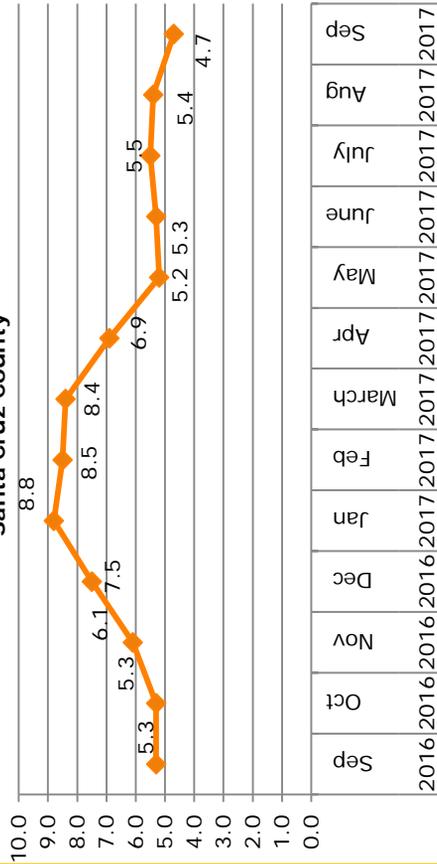


15A.10

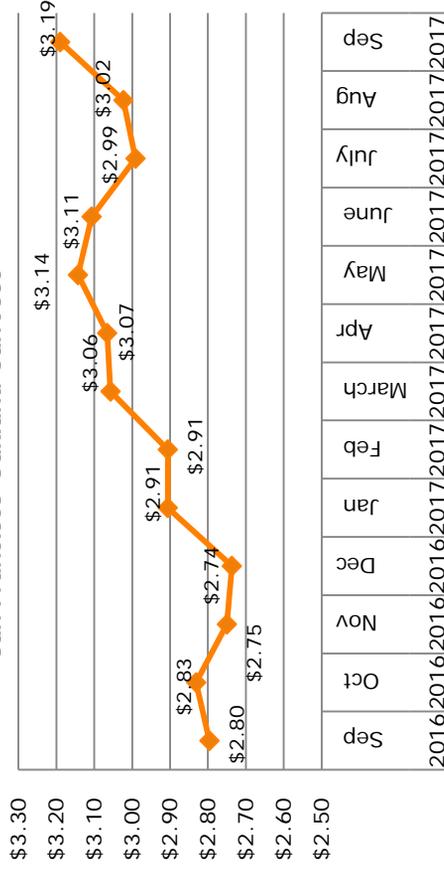


Additional Information

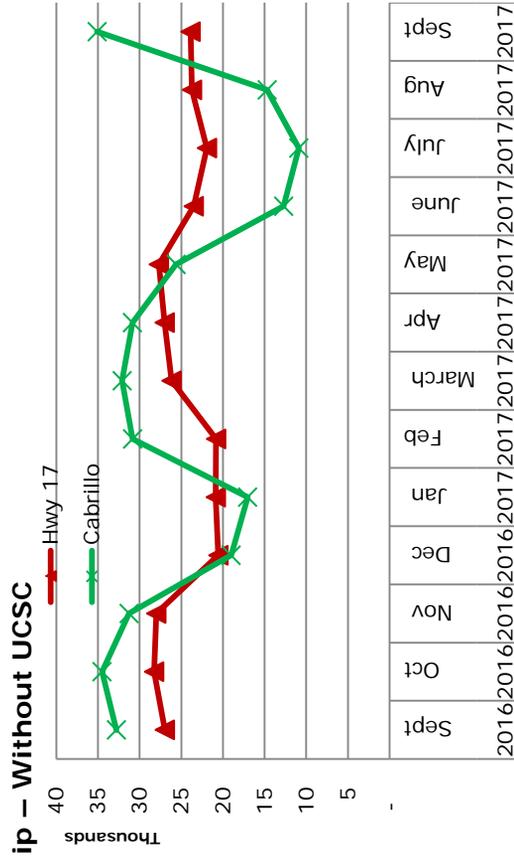
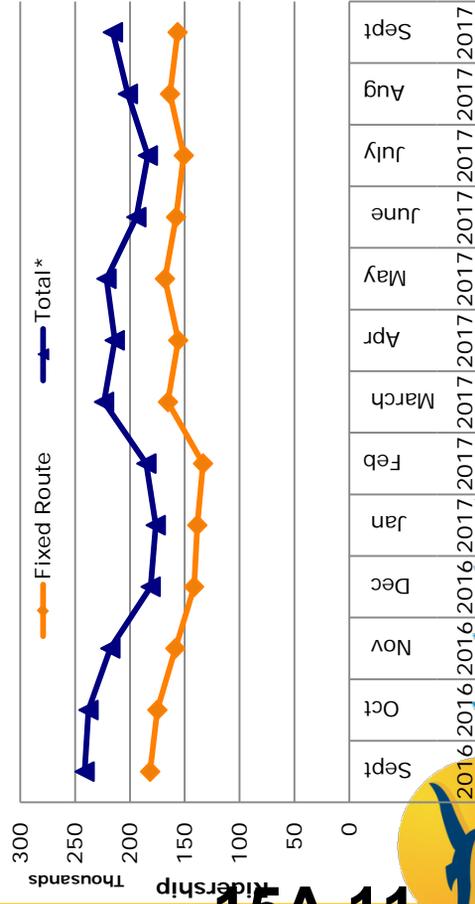
Unemployment Rate %
Santa Cruz County



\$ Gasoline per Gallon
San Francisco-Oakland-San Jose



Monthly Ridership – Without UCSC



* Total = Fixed Route + Hwy 17 + Cabrillo Ridership



FY18 Operating Expenses:

Year to Date as of December 31, 2017: PRELIMINARY

50% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual Favorable/ (Unfavorable)
Operating Expenses:			
Labor - Regular	\$7,670	\$8,199	\$529
Labor - Overtime	\$1,458	\$825	(\$633)
Fringe Benefits	\$9,746	\$10,670	\$924
Non-Personnel Expenses	\$3,635	\$4,361	\$726
Total Operating Expenses:	\$22,509	\$24,055	\$1,546

15A.12



**FY18 & FY19
Non-Controllable Budget Risks
as of January 9, 2018:**

FY18 & FY19 Non-Controllable Budget Risks (>\$200K)

	FY18 Budget Adopted 06/23/2017	FY19 Budget Adopted 06/23/2017
<p><u>SB1 Repeal Risk</u> NEW TDA-STA PUC 99313 & 99314 <u>NEW TDA-STA-SGR Revenue</u></p>		
<p><u>Operating Budget:</u> <u>IDA-STA-SB1:</u> 100% of the SB1 is at risk due to potential voter repeal</p>	(\$1,230K)	(\$1,766K)
<p><u>Capital Budget:</u> <u>IDA-STA-SGR (Capital):</u> 100% is at risk due to potential voter repeal</p>	(\$671K)*	(\$671K)*
<p><u>TOTAL SB1 Repeal Operating and Capital Budget Risk:</u></p>	<u>(\$1,901K)</u>	<u>(\$2,437K)</u>

* Revised from \$737K, as per SCO estimate dated 11/3/17



Questions

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DATE: January 26, 2018
TO: Board of Directors
FROM: Angela Aitken, Finance Manager
**SUBJECT: ACCEPT AND FILE THE YEAR TO DATE MONTHLY FINANCIAL
REPORT AS OF OCTOBER 31, 2017**

I. RECOMMENDED ACTION

**That the Board of Directors accept and file the Year to Date Monthly
Financial Report as of October 31, 2017**

II. SUMMARY OF ISSUES

- An analysis of Santa Cruz Metropolitan Transit District's (METRO) financial status is prepared monthly in order to inform the Board of Directors regarding METRO's actual revenues and expenses in relation to the adopted operating and capital budgets for the fiscal year.
- This staff report is the web-accessible companion document to the attached PowerPoint presentation titled "Year to Date Monthly Financial Report as of October 31, 2017."
- Staff recommends that the Board of Directors accept and file the attached report.

III. DISCUSSION/BACKGROUND

Below are the written explanations of the various charts and graphs in the attached Year to Date Monthly Financial Report as of October 31, 2017. The fiscal year has elapsed 33%.

Slide 1

(Cover) Year to Date Monthly Financial Report as of October 31, 2017

Slide 2

FY18 Operating Revenue and Expenses for the Month Ending October 31, 2017

- Operating Revenues for the month are favorable by \$16K
- Operating Expenses
 - Labor Regular - favorable by \$21K
 - Labor OT - unfavorable by \$141K
 - Fringe Benefits – favorable by \$166K
 - Non-Personnel - favorable by \$76K

- Total Operating Expenses – favorable by \$122K
- Total Budget to Actual Variance - favorable by \$138K

Slide 3

FY18 Operating Revenue and Expenses Year to Date as of October 31, 2017

- Operating Revenues Year to Date are favorable by \$269K
- Operating Expenses
 - Labor Regular - favorable by \$316K
 - Labor OT - unfavorable by \$405K
 - Fringe Benefits - favorable by \$661K
 - Non-Personnel - favorable by \$204K
- Total Operating Expenses –favorable by \$776K

Total Budget to Actual Variance - favorable by \$1,045K

Slide 4

FY18 Operating Revenue by Major Funding Source - Year to Date as of October 31, 2017

- Passenger Fares- actual is \$3,469K while budget is \$3,660K
- Sales Tax Revenue (including Measure D)- actual is \$7,814K while budget is \$7,379K
- TDA- actual and budget are \$1,692K
- Other Revenue- actual is \$191K while budget is \$167K

Slide 5

Favorable/ (Unfavorable) Revenue Variance to Budget Year to Date as of October 31, 2017

- Passenger Fares variance to budget is unfavorable by \$191K primarily due to:
 - FY18 Q1 system-wide ridership decrease of 17.1% (year over year).
- Sales Tax Revenue variance to budget is favorable by \$436K due to higher than anticipated receipts.
- Other Revenue variance to budget is favorable by \$24K primarily due to Advertising and Interest income.

Slide 6

FY18 Operating Expenses by Major Expense Category Year to Date as of October 31, 2017

- Labor - Regular- actual is \$5,150K while budget is \$5,466K

- Labor – OT - actual is \$955K while budget is \$550K
- Fringe Benefits - actual is \$6,452K while budget is \$7,113K
- Services - actual is \$1,019K while budget is \$1,177K
- Mobile Materials & Supplies - actual is \$989K while budget is \$980K
- Other Expenses - actual is \$681K while budget is \$736K

Slide 7

FY18 Operating Expenses by Major Expense Category Year to Date as of October 31, 2017

- Labor – Regular variance to budget is favorable by \$316K due to:
 - Vacant funded positions
 - Extended unpaid leaves of absence
 - Lower Medical Insurance Premiums
 - Lower Workers Comp Insurance Costs
- Labor – OT variance to budget is unfavorable by \$405K due to vacant positions and extended leaves of absence in various departments.
- Fringe Benefits variance to budget is favorable by \$661K primarily due to lower medical and workers comp insurance costs.
- Services variance to budget is favorable \$158K primarily due to Prof & Tech Fees under budget.
- Mobile Materials & Supplies variance to budget is unfavorable by \$9K.
- Other Expenses variance to budget is favorable by \$55K primarily due to Casualty & Liability (Settlement Costs).

Slide 8

FY18 Capital Budget Spending Year to Date (by Funding Source) as of October 31, 2017

- Total Capital Funding year to date is \$811K; FY18 budget is \$19.8M
 - Cal-OES Prop 1B Transits Security Grant funding (CTSGP) is \$240K
 - Operating and Capital Reserve funding is \$328K
 - Federal Capital Grants (FTA) funding is \$201K
 - State Transits Assistance (STA) – Transfers from Operating Budget) funding is \$36K
 - State – PTMISEA (1B) funding is \$6K.

Slide 9

FY18 Capital Budget Spending Year to Date as of October 31, 2017

- Total Capital Projects spending year to date is \$811K; FY18 budget is \$19.8M
 - Construction Related Projects spending is \$443K
 - Revenue Vehicle Replacements spending is \$180K
 - Non-Revenue Vehicle Replacements spending is \$175K
 - Misc. spending is \$11K.
 - IT Projects spending is \$3K.

Slide 10

(Cover Sheet) - Additional Information

Slide 11

Additional Information for the Month of October 2017

- Unemployment Rate % in Santa Cruz County is 4.4%
- \$ Gasoline per Gallon for the San Francisco-Oakland-San Jose area is \$3.11
- Monthly Ridership - Without UCSC (Cabrillo, Highway 17 and Fixed Route) has increased in October 2017.

Slide 12

FY18 Operating Expenses Year to Date as of December 31, 2017: Preliminary

- Operating Expenses
 - Labor Regular - favorable by \$529K
 - Labor OT - unfavorable by \$633K
 - Fringe Benefits - favorable by \$924K
 - Non-Personnel - favorable by \$726K
- Total Operating Expenses - favorable by \$1,546K

Slide 13

(Cover Sheet) – FY18 & FY19 Non-Controllable Budget Risks as of January 9, 2018

Slide 14

FY18 & FY19 Non-Controllable Budget Risks (exceeding \$200K)

- SB1 Repeal Risk; New TDA-STA PUC 99313 & 99314; New TDA –STA-SGR Revenue

- Operating Budget-TDA-STA-SB1-100% of the SB1 is at risk due to potential voter repeal – \$1,230K and \$1,766 at risk, in FY18 and FY19, respectively.
- Capital Budget-TDA-STA-SB1-SGR-100% of the SB1-SGR is at risk due to potential voter repeal – \$671K at risk, in both FY18 and FY19 (as per Revised SCO estimate dated 11/3/17).
- Total SB1 Repeal Operating and Capital Budget Risk is \$1,901K in FY18 and \$2,437K in FY19.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Total Budget to Actual Variances for the month and year to date are favorable by \$138K and \$1,045K, respectively.

Non-Controllable budget risks currently exist that could have a significant impact to the operating and capital budgets. Staff will have more information about the potential SB1 voter repeal issue later in the year.

V. ALTERNATIVES CONSIDERED

- There are no alternatives to consider, as this is an accept and file Year to Date Monthly Financial Report.

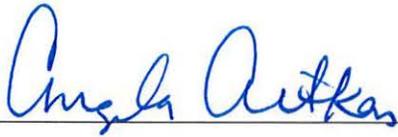
VI. ATTACHMENTS

Attachment A: Year to Date Monthly Financial Report as of October 31, 2017 Presentation

Prepared By: Kristina Mihaylova, Sr. Financial Analyst

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager





Year to Date Monthly Financial Report as of October 31, 2017

Santa Cruz METRO Board of Directors

January 26, 2018

Angela Aitken, Finance Manager

FY18 Operating Revenue and Expenses For the Month Ending October 31, 2017

33% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual
Operating Revenue:	\$2,577	\$2,561	\$16
Operating Expenses:			
Labor - Regular	\$1,345	\$1,366	\$21
Labor - Overtime	\$278	\$137	(\$141)
Fringe Benefits	\$1,612	\$1,778	\$166
Non-Personnel Expenses	\$644	\$720	\$76
Total Operating Expenses:	\$3,880	\$4,002	\$122
Operating Budget Favorable/ (Unfavorable):			\$138

16A.2



FY18 Operating Revenue and Expenses

Year to Date as of October 31, 2017

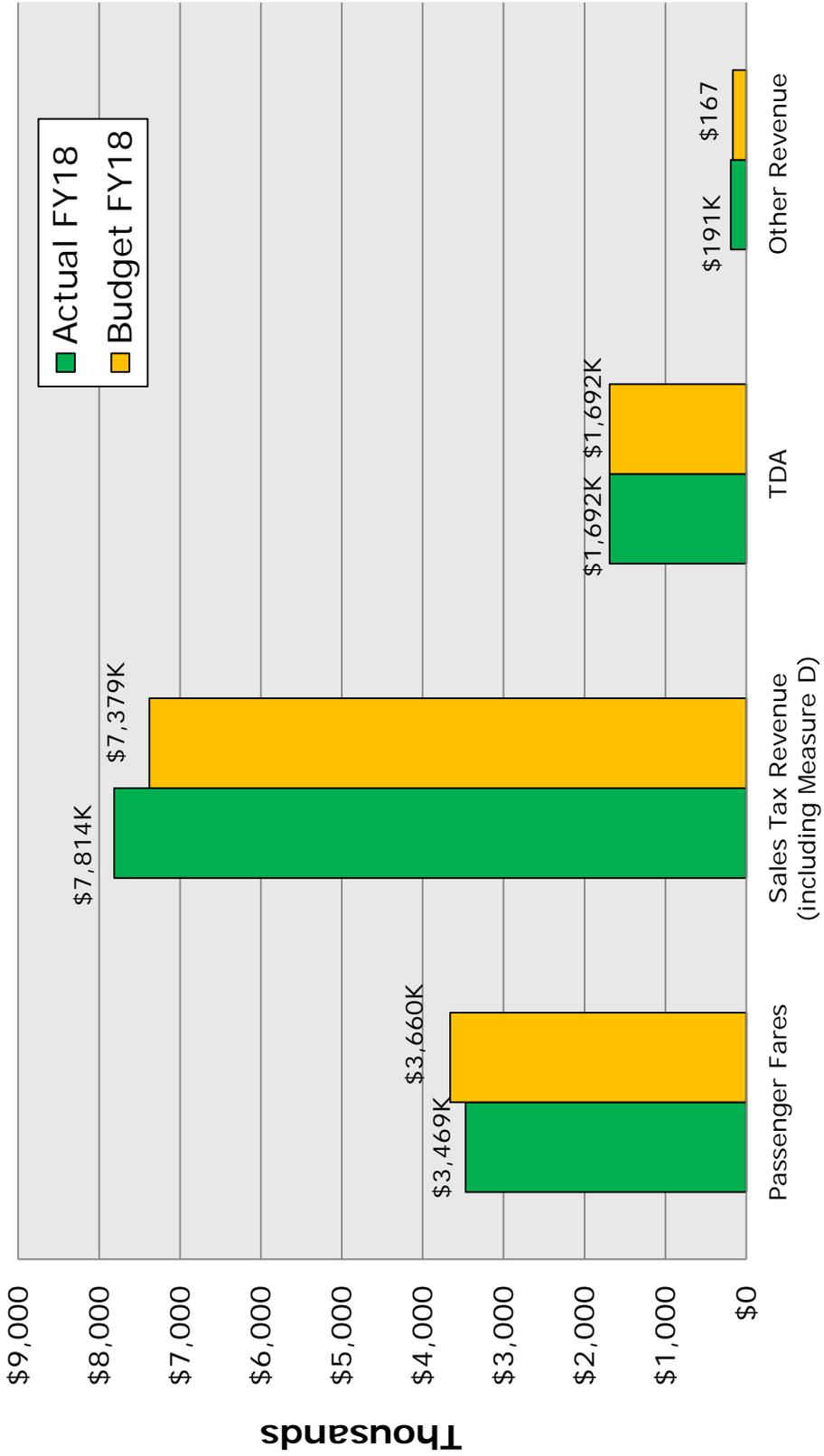
33% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual
Operating Revenue:	\$13,167	\$12,898	\$269
Operating Expenses:			
Labor - Regular	\$5,150	\$5,466	\$316
Labor - Overtime	\$955	\$550	(\$405)
Fringe Benefits	\$6,452	\$7,113	\$661
Non-Personnel Expenses	\$2,689	\$2,893	\$204
Total Operating Expenses:	\$15,246	\$16,022	\$776
Operating Budget Favorable/ (Unfavorable):			\$1,045

16A.3

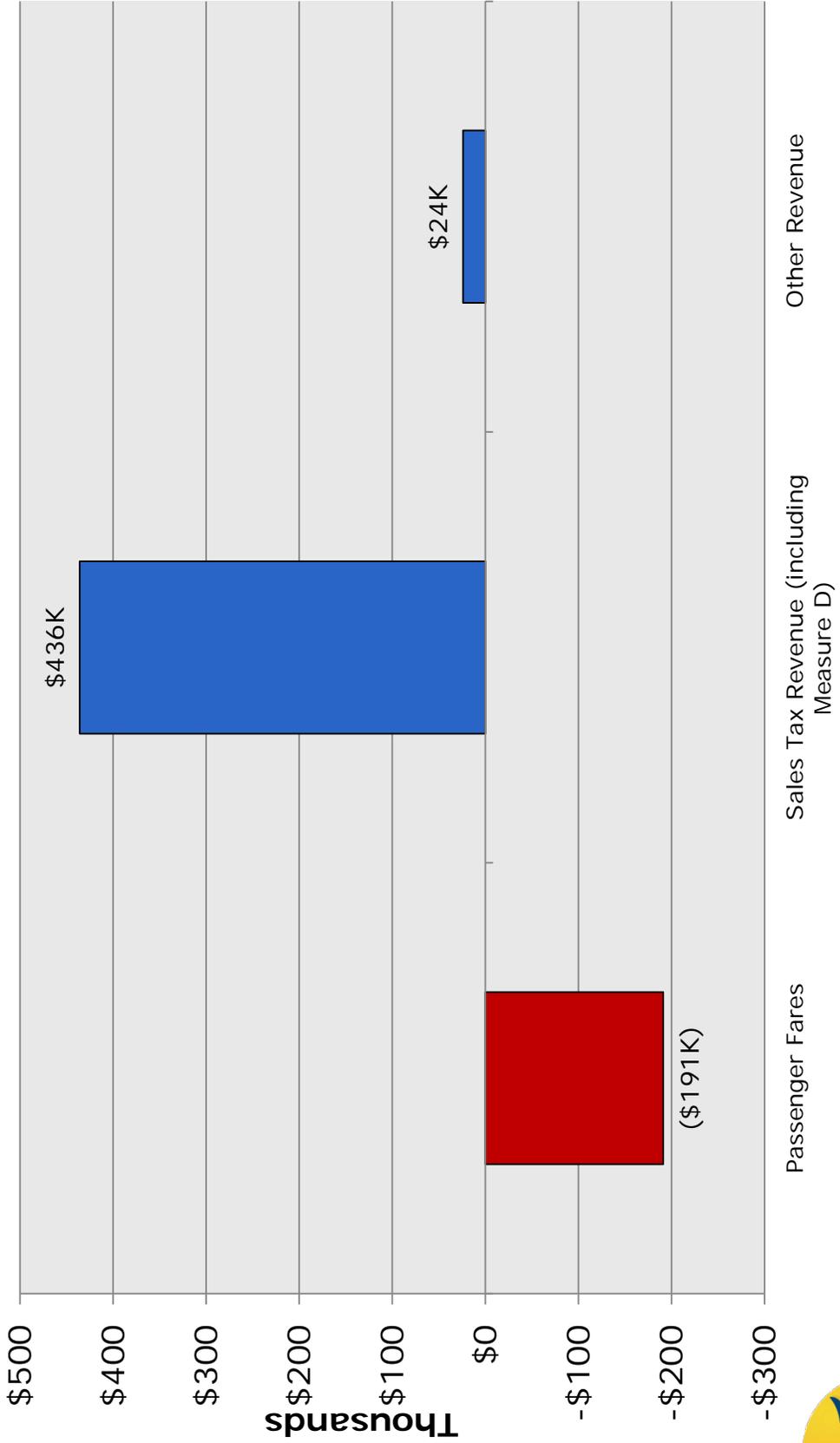


FY18 Operating Revenue by Major Funding Source
Year to Date as of October 31, 2017
 33% of Fiscal Year Elapsed



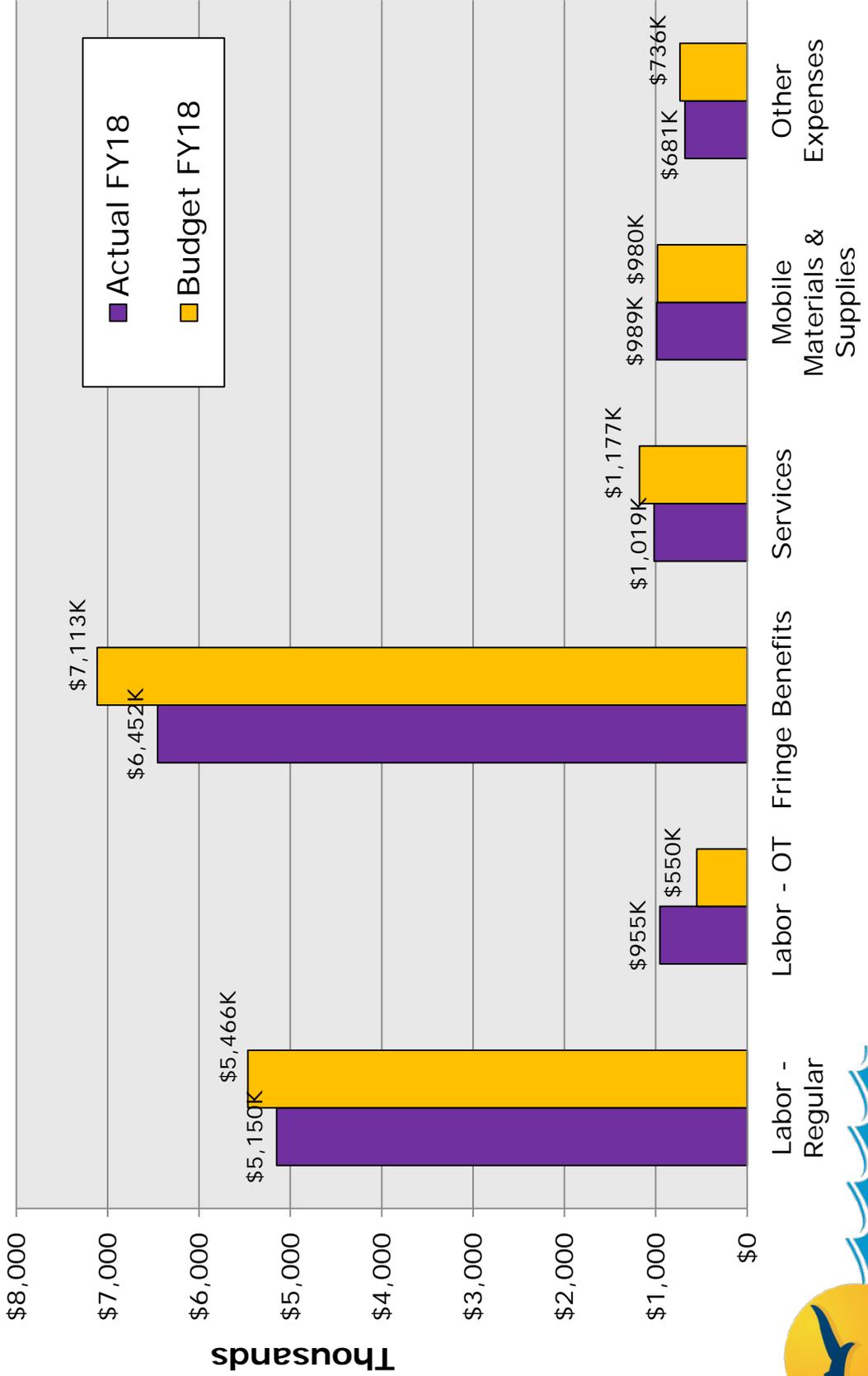
Favorable/(Unfavorable) Revenue Variance to Budget
Year to Date as of October 31, 2017

33% of Fiscal Year Elapsed



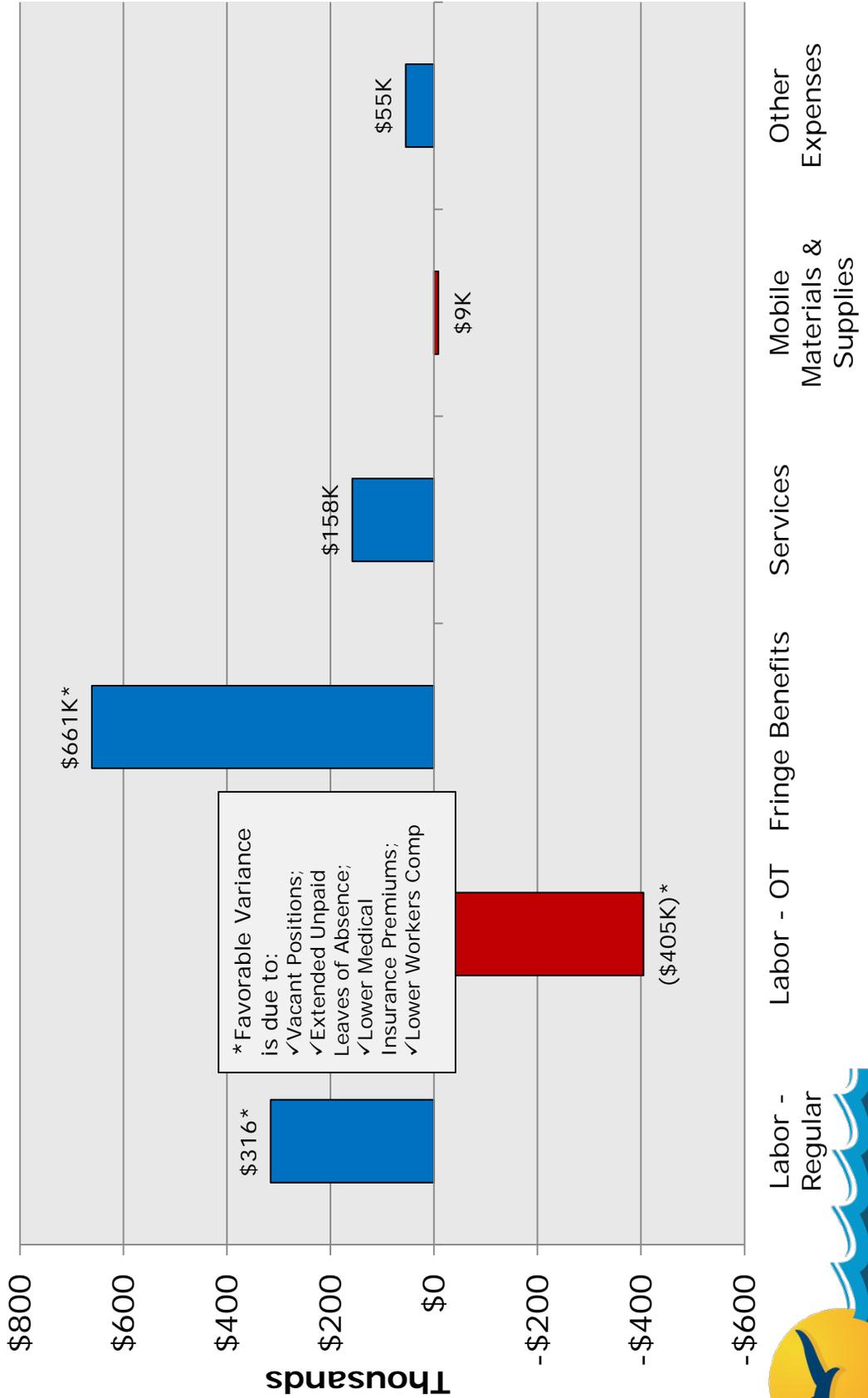
FY18 Operating Expenses by Major Expense Category
Year to Date as of October 31, 2017

33% of Fiscal Year Elapsed



Favorable/(Unfavorable) Expense Variance to Budget Year to Date as of October 31, 2017

33% of Fiscal Year Elapsed

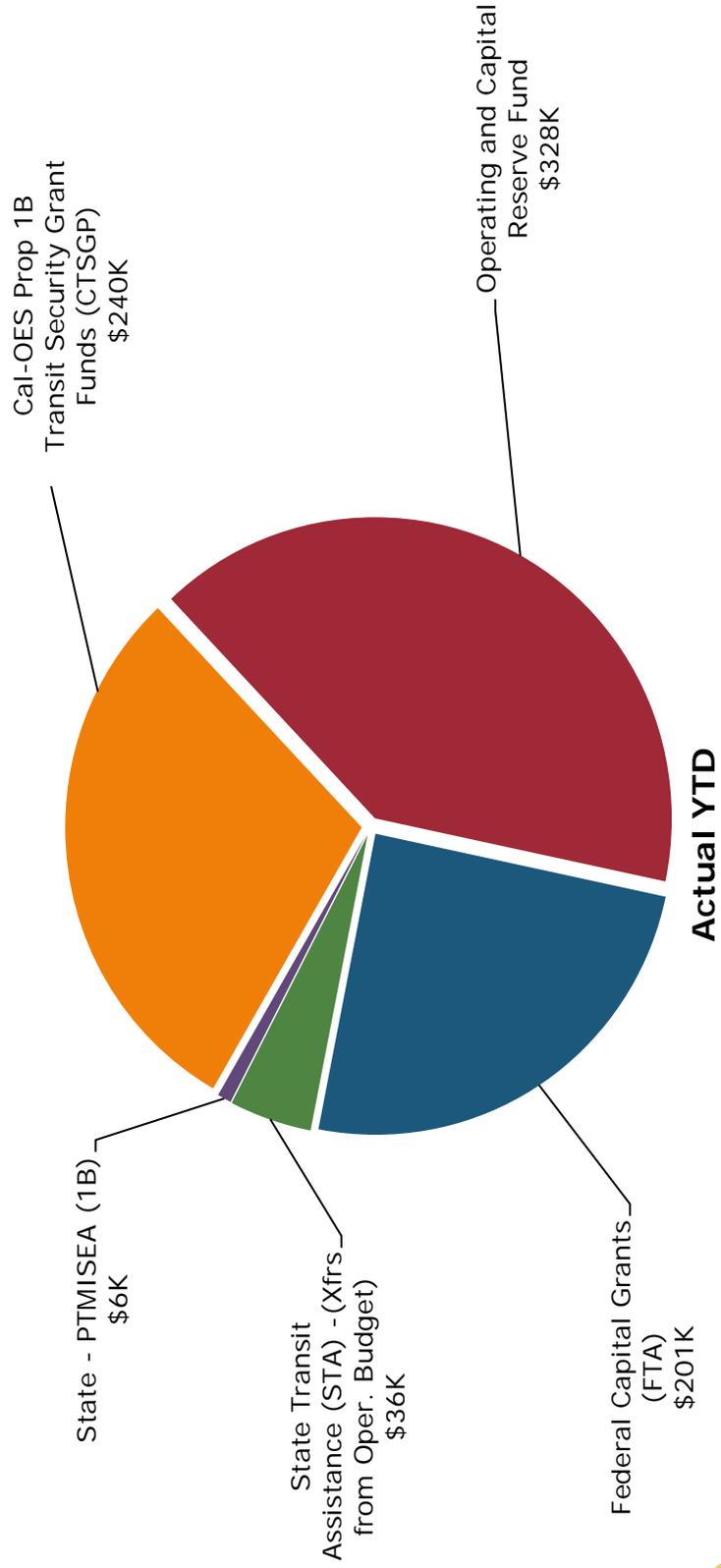


FY18 Capital Budget:

Spending Year to Date (by Funding Source) as of October 31, 2017

33% of Fiscal Year Elapsed

	Actual YTD	Total FY18 Budget	% Spent YTD
Total Capital Funding:	\$811,382	\$19,772,978	4%

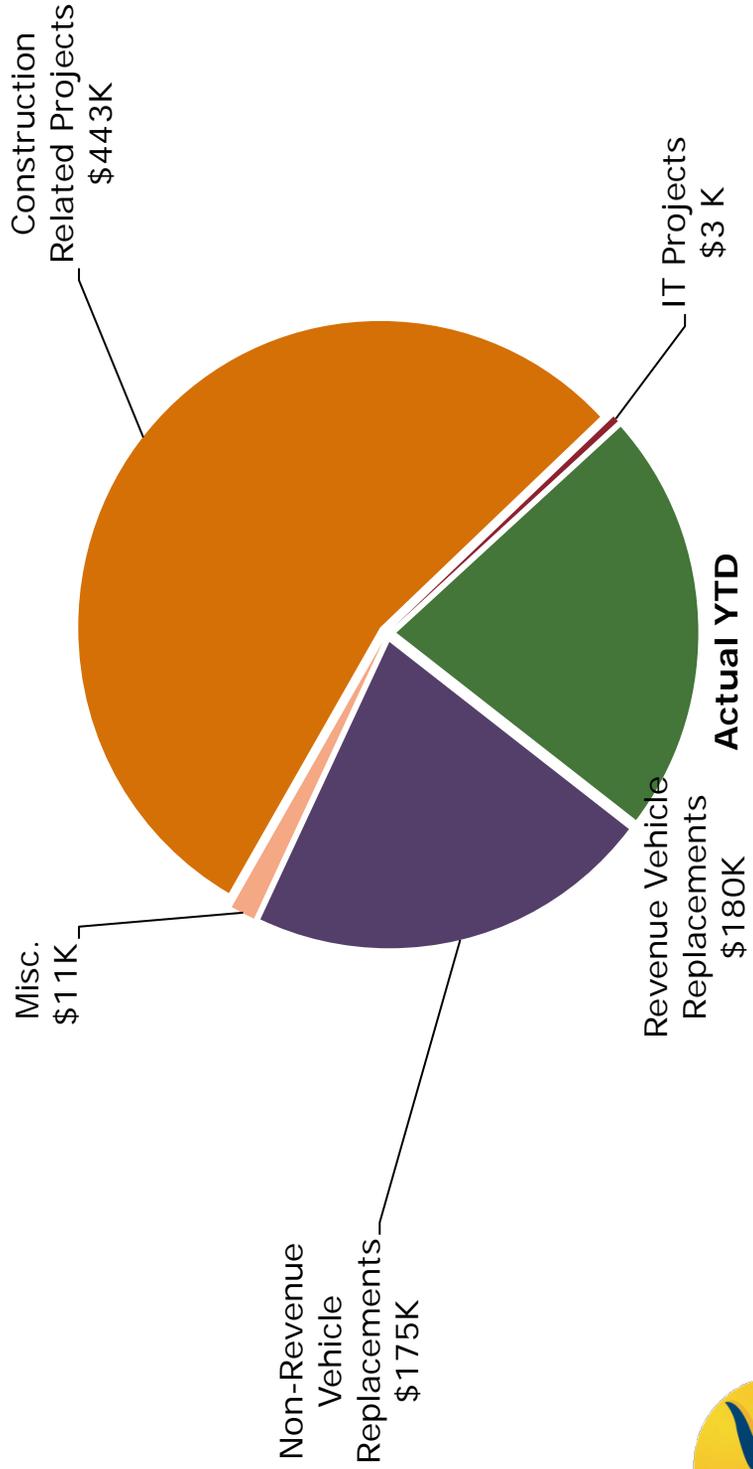


FY18 Capital Budget:

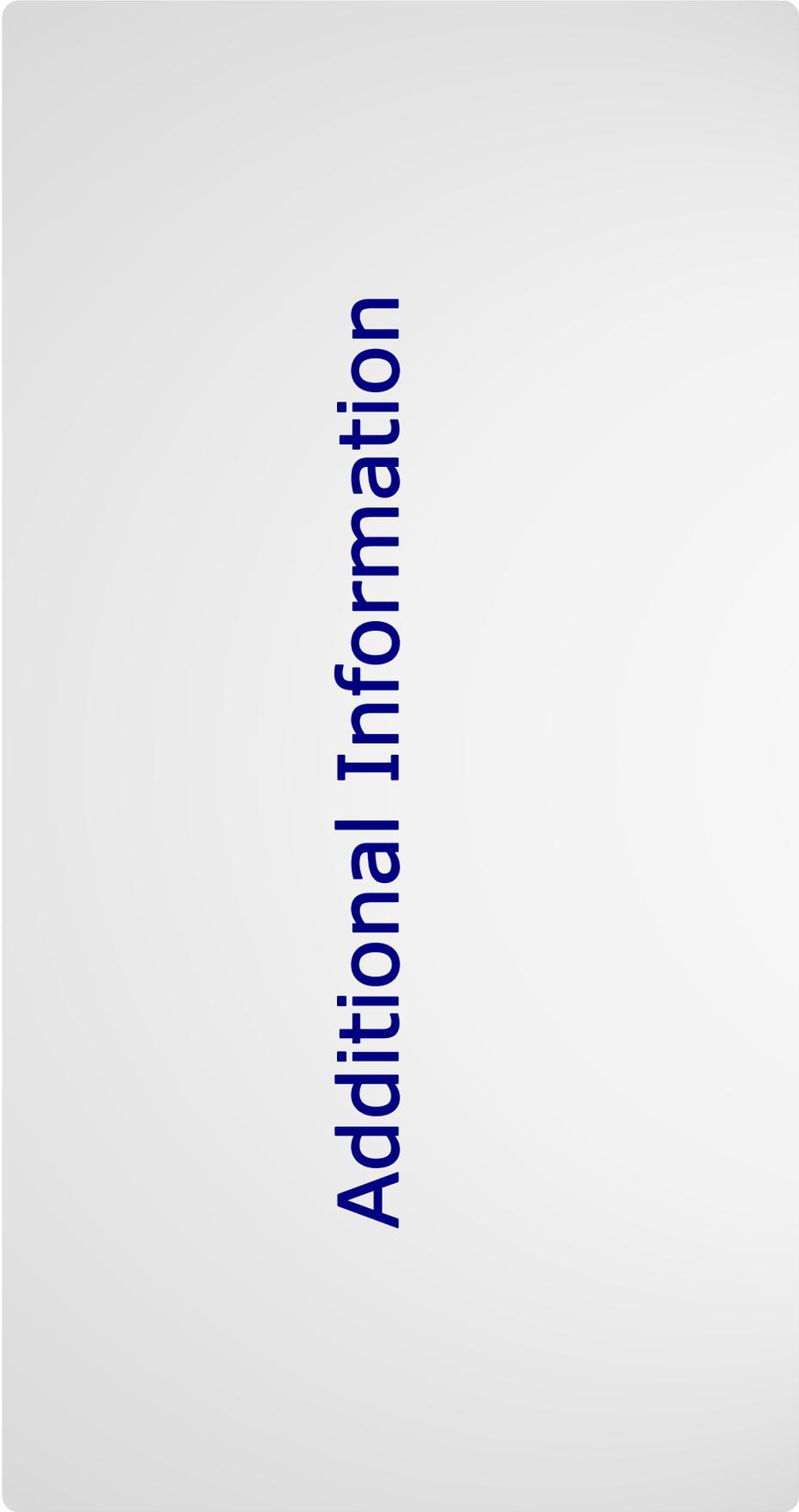
Spending Year to Date as of October 31, 2017

33% of Fiscal Year Elapsed

	Actual YTD	Total FY18 Budget	% Spent YTD
Total Capital Projects:	\$811,382	\$19,772,978	4%



Additional Information

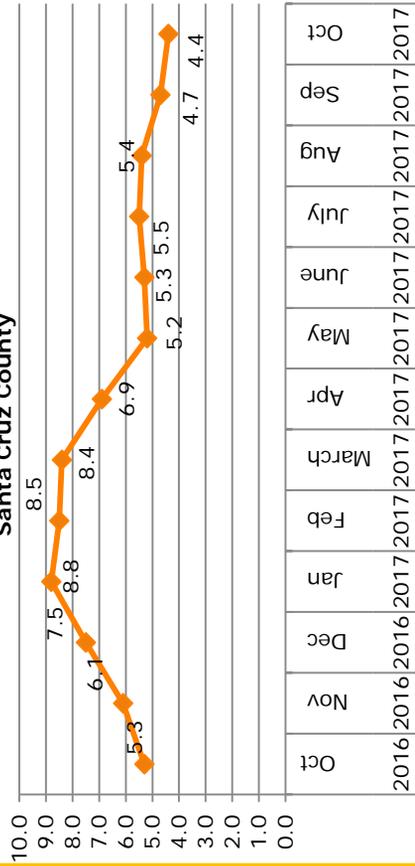


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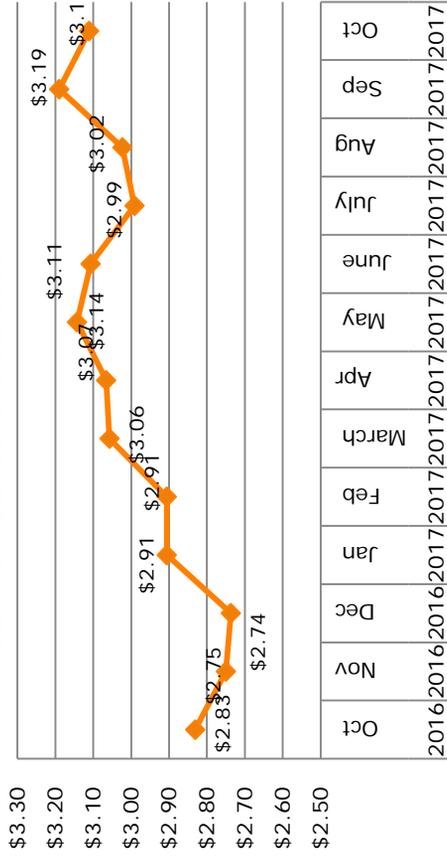


Additional Information

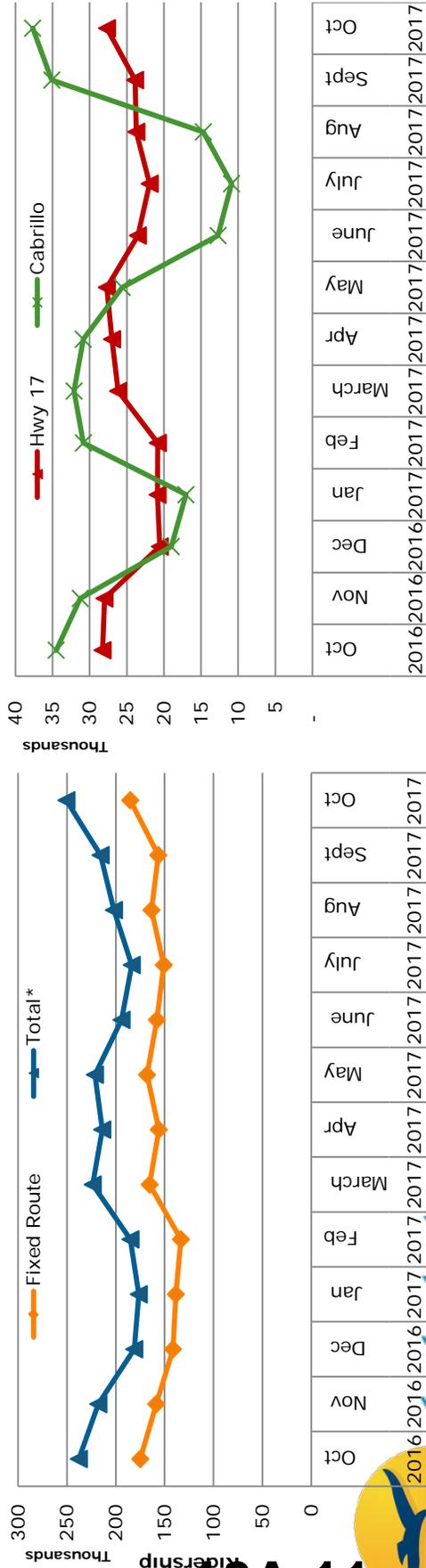
Unemployment Rate %
Santa Cruz County



\$ Gasoline per Gallon
San Francisco-Oakland-San Jose



Monthly Ridership – Without UCSC



* Total = Fixed Route + Hwy 17 + Cabrillo Ridership



FY18 Operating Expenses:

Year to Date as of December 31, 2017: PRELIMINARY

50% of Fiscal Year Elapsed

\$ In Thousands	Actual	Budget	Budget to Actual Favorable/ (Unfavorable)
Operating Expenses:			
Labor - Regular	\$7,670	\$8,199	\$529
Labor - Overtime	\$1,458	\$825	(\$633)
Fringe Benefits	\$9,746	\$10,670	\$924
Non-Personnel Expenses	\$3,635	\$4,361	\$726
Total Operating Expenses:	\$22,509	\$24,055	\$1,546

16A.12



**FY18 & FY19
Non-Controllable Budget Risks
as of January 9, 2018:**

FY18 & FY19 Non-Controllable Budget Risks (>\$200K)

<p><u>SB1 Repeal Risk</u> NEW TDA-STA PUC 99313 & 99314 <u>NEW TDA-STA-SGR Revenue</u></p>	<p>FY18 Budget Adopted 06/23/2017</p>	<p>FY19 Budget Adopted 06/23/2017</p>
<p><u>Operating Budget:</u> <u>IDA-STA-SB1:</u> 100% of the SB1 is at risk due to potential voter repeal</p>	<p>(\$1,230K)</p>	<p>(\$1,766K)</p>
<p><u>Capital Budget:</u> <u>IDA-STA-SGR (Capital):</u> 100% is at risk due to potential voter repeal</p>	<p>(\$671K)*</p>	<p>(\$671K)*</p>
<p><u>TOTAL SB1 Repeal Operating and Capital Budget Risk:</u></p>	<p><u>(\$1,901K)</u></p>	<p><u>(\$2,437K)</u></p>

* Revised from \$737K, as per SCO estimate dated 11/3/17



Questions



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DATE: January 26, 2018
TO: Board of Directors
FROM: Angela Aitken, Finance Manager
**SUBJECT: ACCEPTANCE OF FINANCIAL STATEMENTS WITH INDEPENDENT
AUDITOR'S REPORT FOR THE YEAR ENDED JUNE 30, 2017**

I. RECOMMENDED ACTION

That the Board of Directors formally accept the audited financial statements and reports prepared by the firm of Brown Armstrong, Certified Public Accountants, for the year ended June 30, 2017

II. SUMMARY

- The Financial Statements with Independent Auditor's Report (Attachment A) prepared by the firm Brown Armstrong, Certified Public Accountants present Santa Cruz Metropolitan Transit District's (Santa Cruz METRO) financial position as of June 30, 2017, with a comparison to the financial position as of June 30, 2016. The auditors have found that Santa Cruz METRO's financial statements present fairly, in all material respects, the financial position of Santa Cruz METRO as of June 30, 2017.
- In the Independent Auditor's Report on Compliance Over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with the Statutes, Rules, and Regulations of the California Transportation Development Act and the Allocation Instructions and Resolutions of the Transportation Commission (page 55-56), the auditors found nothing that came to their attention that indicated Santa Cruz METRO failed to comply with the Statutes, Rules, and Regulations of the California Transportation Development Act, and the allocation instructions and resolutions of the Santa Cruz County Regional Transportation Commission during the course of their audit. Additionally, the auditors tested Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) program receipts and expenses for the year audited.
- In the Schedule of Findings and Questioned Costs (pages 57-58), the auditors identified no findings associated with their testing of major federal program expenditures in connection with their audit performed under *Government Auditing Standards* (GAS) and in accordance with the audit requirements of Title 2 U.S. Code of Federal Regulations (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance).
 - The Required Communication to the Board of Directors in Accordance with Professional Standards letter (Attachment B) provides information

related to the auditors' responsibilities under generally accepted auditing standards as well as observations arising from the audit.

- There were two current year conditions and recommendations detailed in an Agreed upon Conditions Designed to Increase Efficiency, Internal Controls, and/or Financial Reporting letter issued by the auditors this year.

III. DISCUSSION/BACKGROUND

Attachment A – Financial Statements with Independent Auditor's Report

The Independent Auditor's Report (pages 1-3) documents that the audit was conducted in accordance with auditing standards generally accepted in the United States of America, and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. The auditors have found that Santa Cruz METRO's financial statements present fairly, in all material aspects, the financial position of Santa Cruz METRO as of June 30, 2017.

While the basic financial statements and notes (pages 15-44) provide information about Santa Cruz METRO's financial position in detail, the Management's Discussion and Analysis (pages 4-14) presents narrative highlights of the financial statements, an overview of the agency's financial activities, and information that enhances overall financial disclosure. This report is prepared by Santa Cruz METRO management and staff.

The Statements of Net Position (pages 15-16) present current and noncurrent assets and liabilities on a full accrual basis. Net position represents the difference between total assets plus deferred outflows of resources and total liabilities plus deferred inflows of resources.

The Statements of Revenues, Expenses and Changes in Fund Net Position (page 17) present Santa Cruz METRO's revenues, expenses and the net impact these activities had on its net position for the year.

The Statements of Cash Flows (page 18) demonstrate how changes in balance sheet accounts and income affect cash and cash equivalents.

The Notes to Basic Financial Statements (pages 19-44) are an integral component of the financial statement report, as they provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes describe the nature of Santa Cruz METRO's operations and significant accounting policies, as well as clarify financial information unique to Santa Cruz METRO.

The Required Supplementary Information section of the report highlights information that is considered essential for placing the financial statement and note information in an appropriate context, in accordance with generally accepted

accounting principles. The Schedule of Changes in the Net Pension Liability and Related Ratios (page 45) and the Schedule of Contributions (page 46) for Santa Cruz METRO's defined benefit pension plan are required under standards on accounting and financial reporting for pension plans (GASB 68). The Schedule of Funding Progress for the net obligation for post-employment medical, dental, vision and life insurance benefits (OPEB) (page 47) presents multiyear trend information that shows whether the actuarial value of the plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits. At this time, Santa Cruz METRO is not prefunding the liability for retiree medical or other post-employment benefits.

The Statements of Operating Expenses (page 48) are presented as Supplementary Information, showing the total operating costs that were reported in the financials in further detail, broken out by natural expense classification.

Attachment B - Required Communication to the Board of Directors in Accordance with Professional Standards

The Required Communication to the Board of Directors in Accordance with Professional Standards is a letter from the auditors that serves to communicate to those charged with governance the scope of audit procedures performed, significant findings or misstatements, and other information, such as significant accounting estimates, audit adjustments, any difficulties or disagreements with management, and other matters that are not communicated in the audited financial statements.

Attachment C - Agreed Upon Conditions Designed to Increase Efficiency, Internal Controls, and/or Financial Reporting

The purpose of the Agreed Upon Conditions Designed to Increase Efficiency, Internal Controls, and/or Financial Reporting communication (AUC letter) from the auditors is to provide Santa Cruz METRO with recommendations for strengthening internal controls and operations efficiency with regard to matters that came to their attention during the course of the audit.

AICPA standards specifically require auditors to inform those charged with governance of any finding considered to be a *material weakness* or *significant deficiency* in internal control through a written communication, however the items presented in this AUC letter do not rise to the level of such reportable conditions; this management letter communication is offered as a "best practices" recommendation for the consideration of management and staff. The conditions identified by the auditors are neither *material weaknesses* nor *significant deficiencies* under *Government Auditing Standards* ("Yellow Book") or the Uniform Guidance ("Single Audit"). There were no findings related to Federal Transit Administration (FTA) or U.S. Department of Transportation (US DOT) programs.

The AUC letter reflects two current year conditions, each with an accompanying recommendation by the auditors and a response from Santa Cruz METRO management. Staff is currently in the process of developing corrective procedures and actions in order to address the conditions raised in the AUC letter. Management anticipates reporting back to the Finance, Budget, and Audit Standing Committee in March, providing an update on the status of the management letter conditions, and ensuring that progress is made to implement the auditor's "best practices" recommendations.

IV. FINANCIAL CONSIDERATIONS/IMPACT

- There is no fiscal impact from the Board's formal acceptance of the financial statements and audit reports. However, in order to continue to receive Transportation Development Act (TDA) payments from the Santa Cruz County Regional Transportation Commission (SCCRTC), the final audit must be submitted to the SCCRTC within 180 days of the end of the fiscal year. Santa Cruz METRO has met this TDA compliance requirement and the SCCRTC has accepted the FY17 audited financial statements.
- In addition, Santa Cruz METRO is required to submit annual audit reporting packages to numerous governmental agencies within specified deadlines in order to meet grant compliance requirements and continue to receive Federal, State and Local grant awards and funding. Santa Cruz METRO has timely filed and distributed the FY17 audited financial statements to all required grantor agencies.

V. ALTERNATIVES CONSIDERED

N/A

VI. ATTACHMENTS

- Attachment A:** Financial Statements with Independent Auditor's Report for the year ended June 30, 2017
- Attachment B:** Required Communication to the Board of Directors in Accordance with Professional Standards (letter from Brown Armstrong, CPAs)
- Attachment C:** Agreed Upon Conditions Designed to Increase Efficiency, Internal Controls, and/or Financial Reporting (Management Letter from Brown Armstrong, CPAs)

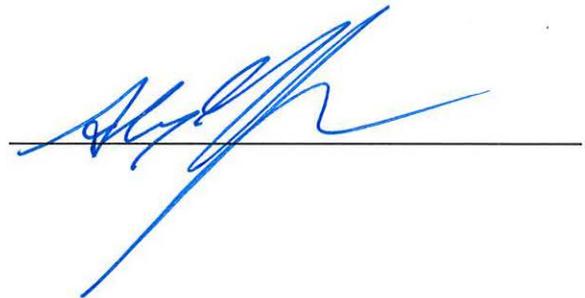
Prepared By: Lorraine Bayer, Accountant II

VI. APPROVALS:

Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**FINANCIAL STATEMENTS
WITH
INDEPENDENT AUDITOR'S REPORT**

JUNE 30, 2017 AND 2016

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT JUNE 30, 2017 AND 2016

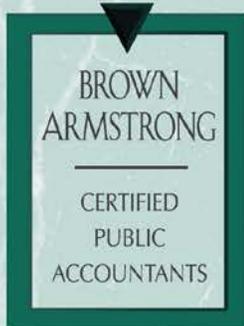
TABLE OF CONTENTS

	<u>Page</u>
<u>Financial Section</u>	
Independent Auditor's Report	1
Management's Discussion and Analysis.....	4
 <u>Basic Financial Statements</u>	
Statements of Net Position.....	15
Statements of Revenues, Expenses, and Changes in Fund Net Position	17
Statements of Cash Flows	18
Notes to Basic Financial Statements	19
 <u>Required Supplementary Information</u>	
Schedule of Changes in the Net Pension Liability and Related Ratios	45
Schedule of Contributions	46
Schedule of Funding Progress – Other Postemployment Benefits	47
 <u>Supplementary Information</u>	
Statements of Operating Expenses	48
 <u>Other Schedules and Reports</u>	
Schedule of Expenditures of Federal Awards.....	49
Notes to Schedule of Expenditures of Federal Awards	50
Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Basic Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	51
Independent Auditor's Report on Compliance for Each Major Program and on Internal Control over Compliance Required by the Uniform Guidance.....	53
Independent Auditor's Report on Compliance Over Financial Reporting Based on an Audit of Financial Statements Performed in Accordance with the Statutes, Rules, and Regulations of the California Transportation Development Act and the Allocation Instructions and Resolutions of the Transportation Commission.....	55
 <u>Findings and Questioned Costs Section</u>	
Schedule of Findings and Questioned Costs.....	57

Attachment A

FINANCIAL SECTION

Attachment A



BROWN ARMSTRONG

Certified Public Accountants

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

Report on the Financial Statements

We have audited the accompanying financial statements of the Santa Cruz Metropolitan Transit District (Santa Cruz METRO), as of and for the years ended June 30, 2017 and 2016, and the related notes to the financial statements, which collectively comprise Santa Cruz METRO's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to Santa Cruz METRO's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Santa Cruz METRO's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

BAKERSFIELD OFFICE

(MAIN OFFICE)

4200 TRUXTUN AVENUE
SUITE 300
BAKERSFIELD, CA 93309
TEL 661.324.4971
FAX 661.324.4997
EMAIL info@bacpas.com

FRESNO OFFICE

10 RIVER PARK PLACE
EAST SUITE 208
FRESNO, CA 93720
TEL 559.476.3592

LAGUNA HILLS OFFICE

23272 MILL CREEK DRIVE
SUITE 255
LAGUNA HILLS, CA 92653
TEL 949.652.5422

STOCKTON OFFICE

5250 CLAREMONT
AVENUE
SUITE 150
STOCKTON, CA 95207
TEL 209.451.4833

Attachment A

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of Santa Cruz METRO as of June 30, 2017 and 2016, and the respective changes in financial position, and cash flows thereof for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the Management's Discussion and Analysis, Schedule of Changes in the Net Pension Liability and Related Ratios, and Schedule of Contributions, as well as the Schedule of Funding Progress for Santa Cruz METRO's Other Postemployment Benefit (OPEB) Plan, as noted in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board (GASB), who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming an opinion on the basic financial statements. The statements of operating expenses are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations (CFR) Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is also not a required part of the basic financial statements.

The statements of operating expenses and the schedule of expenditures of federal awards are the responsibility of management and were derived from and relate directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the statements of operating expenses and the schedule of expenditures of federal awards are fairly stated in all material respects in relation to the basic financial statements as a whole.

Attachment A

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated December 18, 2017, on our consideration of Santa Cruz METRO's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Santa Cruz METRO's internal control over financial reporting and compliance.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

A handwritten signature in blue ink that reads "Brown Armstrong Accountancy Corporation". The signature is written in a cursive, flowing style.

Bakersfield, California
December 18, 2017

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT MANAGEMENT'S DISCUSSION AND ANALYSIS JUNE 30, 2017 AND 2016

Introduction

The following Management's Discussion and Analysis (MD&A) of activities and financial performance of Santa Cruz Metropolitan Transit District (Santa Cruz METRO) provides a narrative and analytical overview of the financial activities of Santa Cruz METRO with selected comparative information for the years ended June 30, 2017 and 2016. Following the MD&A are the basic financial statements of Santa Cruz METRO together with the notes thereto, which are essential for a full understanding of the data contained in the financial statements.

Activities and Highlights

Santa Cruz METRO is an independent special-purpose district in 1969 by the legislature of the State of California for the purpose of providing fixed route bus service to the general public in Santa Cruz County. Santa Cruz METRO assumed direct operation of federally mandated Americans with Disabilities Act (ADA) complementary paratransit (Paracruz) services in November 2004. Prior to 2004, the paratransit service was delivered under contract. Santa Cruz METRO also operates the Highway 17 (Commuter) Express bus service to Santa Clara County in cooperation with the Santa Clara Valley Transportation Authority (VTA), Amtrak, San Joaquin Joint Powers Authority (SJJPA), and the Capitol Corridor Joint Powers Authority (CCJPA). Overseeing the employees who work in the public interest, the Chief Executive Officer/General Manager coordinates the operation of Santa Cruz METRO according to the policy and direction of the governing Board of Directors, composed of eleven directors and two ex-officio directors as described in Note 1.A.

The Financial Statements

Santa Cruz METRO's basic financial statements are prepared using proprietary fund (enterprise fund) accounting that uses the same basis of accounting as private-sector business enterprises. Santa Cruz METRO reports its financial results using one enterprise fund under the accrual basis of accounting, which records revenue when earned and expenses when incurred.

The Statement of Net Position presents complete information on Santa Cruz METRO's assets and deferred outflows of resources, as well as liabilities and deferred inflows of resources, with the difference reported as net position. Changes in net position that occur over time may serve as an indicator of Santa Cruz METRO's financial position.

The Statement of Revenues, Expenses, and Changes in Fund Net Position reports the operating revenues and expenses, non-operating revenues and expenses, and capital grant contributions. Federal capital grant expenses are listed in the Schedule of Expenditures of Federal Awards and are included in the current year increase in capital assets.

The Statement of Cash Flows reports the sources and uses of cash for the fiscal year resulting from *operating* activities, *non-capital financing* activities (operating grants and sales tax receipts), *capital and related financing* activities (capital acquisitions and disposals), and *investing* activities (interest and rental receipts). The net result of these activities, added to the cash balances at the beginning of the year, reconciles to the cash balances (current plus restricted) at the end of the current fiscal year on the Statement of Net Position.

The Notes to the Financial Statements are an integral component of the report, as they provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes describe the nature of Santa Cruz METRO's operations and significant accounting policies as well as clarify financial information unique to Santa Cruz METRO.

Attachment A

Following the basic financial statements and footnotes is the Required Supplementary Information, which provides a schedule of changes in the net pension liability, schedule of contributions to Santa Cruz METRO's defined benefit pension plan, and a schedule of funding progress for other postemployment benefit (OPEB) obligations.

The Statement of Operating Expenses, located in the Supplementary Information section of the financial statements, reports expenses in greater detail.

Financial Highlights

- The assets and deferred outflows of resources of Santa Cruz METRO exceeded its liabilities and deferred inflows of resources at the close of the year ended June 30, 2017, by \$20,367,531 (Total Net Position).
- Of this amount, \$86,071,566 consisted of Net Investment in Capital Assets, which reflects investment in capital assets used for operational and administrative functions (e.g. facilities, vehicles, and equipment). Accordingly, these assets are not available for future spending.
- The remaining balance of Total Net Position represents Unrestricted Net Position, which decreased to \$(65,704,035). The negative Unrestricted Net Position is the result, in part, of the District incurring increasing pension obligations (Net Pension Liability) that reached \$54,722,128 by June 30, 2017, and increasing retiree medical benefits obligations (OPEB) in fiscal year 2017 totaling \$33,663,105 at year end. These liabilities are required to be accounted for under Governmental Accounting Standards Board (GASB) Statement No. 68, and GASB Statement No. 45. Net Pension Liability represents a future long-term pension obligation, but for the most part does not significantly affect the District's ability to meet immediate (short-term) operational cash flow needs. Therefore, although the projected long-term pension and OPEB obligation costs have generated a deficit unrestricted net position balance on the financial statements, Santa Cruz METRO is able to utilize current, available funds to pay for ongoing obligations for pension and retiree medical expenses as they come due.
- Total passenger fares revenue decreased 2% during the year ended June 30, 2017, to \$9.7 million compared to a 1% increase during the year ended June 30, 2016 over the previous year. The decrease in the current year was due primarily to service reductions implemented in September 2016. The increase in fares revenues in fiscal year 2016 was due to a fare increase on the Highway 17 commuter service implemented in September 2015, as well as an increase in contract fares revenue due to higher University of California, Santa Cruz (UCSC) enrollment and student ridership from the previous fiscal year.
- Operating expenses (excluding depreciation) increased 3.8% during the year ended June 30, 2017, to \$51.8 million compared to a 1% increase during the year ended June 30, 2016 over the previous year. The increase in the current year was mainly attributable to the increase in provisions required for long-term pension and workers' compensation liabilities over prior year. In the prior year, the increase was attributable to settlement costs, increased costs for medical benefits, and the provision for other postemployment benefits for retirees.
- In 2017, Santa Cruz METRO's Capital Assets (after the application of accumulated depreciation) decreased \$(424,065) compared to an increase in 2016 of \$3.7 million over the previous year. Depreciable Asset additions and transfers were \$28.5 million, offset by asset retirements and transfers of \$2.7 million and an increase in accumulated depreciation of \$4.3 million offset by a \$2.7 million write-off of accumulated depreciation associated with retired assets. Asset additions were attributed primarily to the construction of the new Judy K. Souza Operations Facility. Capital Asset procurements are funded by a combination of federal, state, and local grants as well as Operating and Capital Reserves.

Attachment A

Financial Activities

The following discussion provides an overview of the financial activities related to operations (operating revenue and expense) and capital funding (contributions) received for facilities improvements and the purchase of capital equipment for the year ended June 30, 2017.

Operating Revenue and Expense:

Santa Cruz METRO utilizes five primary sources of revenue to operate its public transit services: passenger fares, sales and use taxes, local transportation funds (TDA), federal funds, and other non-transportation related revenues (including advertising income, investment income, and rental income). Operating expenses are classified into ten basic categories: labor and fringe benefits, services, mobile materials and supplies, other materials and supplies, utilities, insurance costs (casualty and liability), taxes, purchased transportation costs, miscellaneous expense, and leases and rental expenses. These categories are consistent with the Uniform System of Accounts (USOA) and National Transit Database (NTD) reporting.

As with many transit and public agencies across the region and throughout the state, Santa Cruz METRO continues to face financial challenges due to significant increases in operating and capital costs with no significant increases in operating or capital contributions; the growth in recurring revenues has not kept pace with the growth in recurring expenses.

- Federal bus transit funding is generated from gasoline and diesel fuel taxes. Federal gasoline and diesel fuel tax levels have been unchanged since 1993, therefore Federal assistance has remained relatively flat. The recurring costs for health benefits, retirement, services, materials and supplies, and utilities have significantly exceeded the annual Consumer Price Index (CPI) for the region since 2012.
- The California Transportation Development Act (TDA) consists of two programs: the State Transit Assistance (STA) program and the Local Transportation Fund (LTF). STA funding is derived from the statewide sales tax on diesel fuel. Since fiscal year 2014, STA funding has been on the decline. LTF funding is derived from a 0.25% general sales tax collected statewide. Since fiscal year 2012, LTF funding has been growing at a slow rate, and has not kept pace with increases in operating costs over that time.

Capital Program:

In fiscal year 2017, Santa Cruz METRO spent over \$3.9 million in capital contributions on new and ongoing capital projects. These capital projects were funded by a variety of sources including the Federal Transit Administration (FTA), California Proposition 1B Transportation Bonds (Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) and the Transit System Safety, Security, and Disaster Response Account (TSSSDRA)), State Transit Assistance (STA), the State-Local Partnership Program (SLPP), the State Transportation Improvement Program (STIP), FTA construction settlement funds, and Operating and Capital Reserves.

Operating buses and owning/maintaining transit facilities is a capital-intensive business. Funding Santa Cruz METRO's overall operation is a delicate balance between identifying the resources to operate the service and identifying the resources to purchase and maintain the vehicles and facilities with which to operate the service. Santa Cruz METRO needs to reduce its dependence on using capital-eligible funds and cash reserves in the operating budget, and concentrate on restoring these funding sources to the capital program in order to achieve a "state-of-good-repair" and ensure that new capital grant opportunities that require matching funds from reserves can be pursued. To that end, the Santa Cruz METRO Board of Directors (Board) adopted a Reserve Fund Policy that provides for the gradual restoration of FTA-STIC and STA funding to the capital program.

Noteworthy capital project activity this fiscal year includes:

- Judy K. Souza Operations Facility – The Operations facility opened for business on Friday, March 18, 2016, the official ribbon cutting event was held on Friday, May 6, 2016, and METRO received final occupancy on December 12, 2016. Activity continued on the project well into 2017 including a radio tower for the Land Mobile Radio System, an electronic access control system, security

Attachment A

cameras, and an electric security gate. Ongoing projects include an upgrade to the mechanical platform, and pipe protection in the parking garage. It is estimated that this entire project will close out in December 2017, completing another phase of the District's MetroBase consolidated operations in the Harvey West area of Santa Cruz. This fiscal year activity was funded with a combination of Proposition 1B - Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA) funds, California Office of Emergency Services (Cal-OES) funds and local Operating and Capital Reserves.

- Transit Security Projects – The Cal-OES California Transit Security Grant (CTSG) funds were spent primarily on projects at the Judy K. Souza Operations Facility for enhanced security. See above for list of projects.
- Watsonville Transit Center Renovation – Located at the corner of Rodriguez Street and W. Lake Avenue, the Watsonville Transit Center began its existence as a bank and was later converted in 1994 to serve as Watsonville's primary multimodal transit center. The primary goal of the renovation project was to transform the current configuration into a smoother operating, visually open, and inviting transit center that is compatible with the downtown Watsonville area and able to meet our customer's needs. On June 27th, METRO hosted a Ribbon Cutting Event to celebrate recent building renovations and the opening of a new Customer Service Information Booth. All the same services as the Pacific Station Transit Center are now provided in a more convenient location for our South County riders, including in-person transit evaluations for ADA Paratransit (ParaCruz) applicants. Funding was provided by Operating and Capital Reserves. Another phase of this renovation project was the Exterior Repaint. That particular project was funded with Federal Transit Administration (FTA) § 5339 money and matched with State Transit Assistance (STA) funds.
- Reseal, Resurface Parking Lots - FTA § 5339 funds matched with STA funds were used to reseal, and resurface asphalt at the Pacific Station Transit Center, the upper parking lot at the Administrative Building on Vernon Street, the Scotts Valley Transit Center, and the Soquel Park and Ride lot to maintain the facilities in a state of good repair.
- Electric Bus & Infrastructure Project – Consulting work commenced on METRO's FTA § 5339 Low and No Emission Bus Program (Low No) project. The Low No program makes funding available nationwide to purchase battery-electric, fuel cell or hybrid-energy buses to accelerate the deployment and acceptance of advanced vehicle technologies to reduce greenhouse gas emissions. This project is in alignment with the District's "Electric Bus Implementation Strategy" adopted in September 2015. This grant funds three Over the Road Coaches (OTRCs) and the partnership with several vendors including The Center for Transportation and the Environment (CTE) for project management consulting services, BYD for the coaches (buses), and Momentum Dynamics for the on-route charging system. METRO matched this grant with PTMISEA funds and local Operating and Capital Reserves. The on-route charging equipment is scheduled to be installed the summer of 2018, and the buses are expected to be delivered by June of 2019.
- Mid-Life Bus Engine Overhauls Campaign – The Bus Mid-life Overhauls campaign increases bus reliability and reduces maintenance cost during years 7 to 12, usually enabling an additional 2 years of lower maintenance cost. This project is funded with FTA § 5339 funds matched with STA funds; 7 buses received an overhaul this year.
- Bus Repaint Campaign – METRO was able to repaint 12 buses this year and has funding for approximately 8 additional buses. Bus exterior paint deteriorates through bus washing and sun UV fading. Repainting provides a protective seal for body seams, a good public image and enables ease of cleaning. This project is also funded with FTA § 5339 funds matched with STA funds.
- Non-Revenue Vehicle Replacements – New Bus and Bus Facilities FTA § 5339 Program funds were used to purchase a Ford T250 Cargo Van for use by METRO's custodial staff; funds are available to purchase 8 additional replacement vehicles, including much needed driver relief vehicles.

Attachment A

Comprehensive Operational Analysis and Service Changes:

In August 2015, Santa Cruz METRO began efforts on a Comprehensive Operational Analysis. The study took a fresh look at Santa Cruz METRO's current service offering, and analyzed how best to provide a balanced level of service that properly serves the needs of the community while remaining within budgetary limitations. This study also focused on the needs at the customer level and included an in-depth survey of Santa Cruz METRO's riders and travel habits through a public outreach plan that included community meetings, informational "pop-up" events and customer input. The COA identified system-wide and chronic problems, as well as new service opportunities, through an extensive qualitative and quantitative analysis that was used to recommend service changes to the existing fixed-route service. From the information and recommendations provided by the study, the Board approved a modification/restructuring of the entire network of fixed-route bus service, reducing the amount of service by approximately 19% effective September 8, 2016.

Ridership:

At the end of fiscal year 2017, the Santa Cruz METRO fixed-route bus system consisted of 24 routes, and provided 5,091,394 rides with a fleet of 98 CNG and diesel buses, a decrease of 405,370 fixed-route rides (-7.4%) from the previous year. As with many transit agencies across the nation, ridership has eroded due to prolonged low fuel costs, necessary fare increases and service reductions implemented to improve operational efficiency, as well as the rising popularity and public usage of ride-sharing services such as Uber and Lyft.

Paracruz, Santa Cruz METRO's paratransit service, provided 75,116 paratransit rides to mobility impaired patrons on 36 specially equipped minibuses and minivans during fiscal year 2017. This represents a 12.4% decrease in Paracruz ridership from the prior year (10,652 fewer paratransit rides), resulting primarily from the Paracruz service realignment and fares restructure implemented in fiscal year 2016. Another factor contributing to the drop was the migration of some Paracruz passengers to fixed-route bus usage, as this service became comparatively more economical for certain passengers after the 2016 Paracruz fare and service changes.

Factors Effecting Financial Conditions

The Santa Cruz local economy has continued to recover after the global recession in the real estate and construction industry and the financial market meltdown. Beginning in 2007, the subprime mortgage lending crisis significantly reduced home sales across the nation and in Santa Cruz County.

A significant source of revenue for Santa Cruz METRO is retail sales and use tax in Santa Cruz County. The total increase over the last five years in retail sales and use tax in Santa Cruz County reflects a 4.29% annual average growth.

Although the local economy is in recovery, Santa Cruz METRO continues to employ strict cost control measures to balance its budget.

Future Outlook

Future Funding:

Local Santa Cruz County Measure D was approved in November 2016 by over 2/3 of Santa Cruz County voters in order to fund a comprehensive package of county-wide transportation improvements through a 0.5% sales and use tax levy on retail sales within Santa Cruz County for a thirty-year period, effective April 1, 2017. Santa Cruz METRO is allocated 16% of Measure D sales and use tax revenues collected, less administrative costs, to provide transit and paratransit service for seniors and people with disabilities. It is estimated that Measure D will generate up to \$3 million dollars in new revenue each year.

Senate Bill 1 (SB 1) (Chapter 5, Beall, 2017), known as The Road Repair and Accountability Act of 2017, was signed into law in April 2017, providing a significant, stable and ongoing increase in state transportation funding for the first time in four years, generating an estimated \$5.2 billion annually over the next decade for the State of California. Funding will be provided by a state-wide increase in gasoline and diesel taxes as well as an increase in vehicle registration fees. The passage of SB 1 establishes a new State of Good Repair (STA -SGR) program that funds capital projects that support public and community transportation services (e.g. transit and paratransit), with preference given to counties where local voters have approved taxes or fees dedicated to transportation in their community. It is estimated

Attachment A

that STA-SGR will provide Santa Cruz METRO with approximately \$737 thousand per year. Unfortunately, a campaign to overturn the tax and fee increases and repeal SB 1 is currently underway. It remains unclear if opponents will raise the necessary signatures or funds to qualify for a measure to be placed on the ballot in 2018; Santa Cruz METRO is monitoring the situation closely and will participate in an opposition campaign to protect this vital investment in public transit and transportation.

Through this financial challenge, Santa Cruz METRO has been able to dialogue with key funding partners in the community. Cabrillo College students voted to impose a mandatory transportation fee of \$40 per student per semester effective Fall semester 2016 to sustain bus service that was scheduled to be eliminated due to the COA service restructuring. The fee provides each student with a bus pass valid seven days a week during the semester term, providing Santa Cruz Metro bus service throughout Santa Cruz County with transfers to Monterey-Salinas Transit. Cabrillo College students voted again in November 2017 to approve this transportation fee for the 2017-2018 school year. UCSC increased its level of funding for student transit services for the 2016-17 academic year and has committed to increase it further for the 2017-18 academic year.

Future Capital Needs:

The financial challenges facing Santa Cruz METRO are not unique. The Federal government's inability to agree on a long-term surface transportation funding program resulted in numerous short-term Continuing Resolutions and provided relatively flat Federal operating assistance since fiscal year 2010, which had placed public transit funding on perilous footing nationwide. In December 2015, President Obama signed the Fixing America's Surface Transportation (FAST Act) into law. This long-awaited successor to the Moving Ahead for Progress in the 21st Century Act (MAP-21) increases annual spending authority for transit programs across the nation through 2020. The bill includes important policy and structural changes to federal surface transportation programs that are intended to improve mobility, streamline capital project construction and acquisition, and increase the safety of public transportation systems across the country. As a result of the unreliable and flat Federal and State transit funding in the past several years, the annual balanced operating budgets have been achieved by using non-traditional capital-eligible FTA-STIC and STA funds and non-recurring revenues (Reserves) to fill the budget gaps and cover operational costs. These actions have created a significant backlog in the capital improvements program, depleted the source for a local match for Federal and State grants, and significantly eroded the District's Cash Reserves. Efforts are in place to replenish Operating and Capital reserves and address the anticipated backlog of \$200 million in unfunded capital needs.

Looking ahead, addressing the challenge of aging equipment and the attrition of rolling stock inventory is a priority; over half of Santa Cruz METRO's fixed-route buses exceed the twelve year useful life expectancy. Therefore, Santa Cruz METRO has an immediate and urgent need to replace approximately sixty buses and eight paratransit vehicles. Thanks to the support from Santa Cruz County residents and State legislators, revenues resulting from Measure D and California State SB 1 will allow Santa Cruz METRO to identify local matching revenues with which to attempt to leverage State and Federal capital grants. This grant application strategy resulted in Santa Cruz METRO being awarded five new buses last year; three of these buses are Federally-funded (LoNo) zero emissions electric buses for Highway 17 commuter service, one State-funded (LCTOP) zero emissions electric bus for a circulator service in Watsonville, and one new CNG bus for fixed-route service. Santa Cruz METRO staff continues to pursue new grant opportunities that will help with these capital funding challenges, while developing a comprehensive funding strategy to replace and modernize its fleet.

Fare Structure Initiatives:

In an effort to increase operating revenue, reduce operating costs, and increase efficiency, the Board approved a fare restructuring of the Highway 17 (Commuter) Express, as well as service realignments and fare modifications for Paracruz service effective September 10, 2015. Presently, staff is analyzing the current fixed-route fare structure and will initiate a discussion with the Board related to their findings, as well as opportunities for fare payment technology improvements. It is anticipated that staff will be working closely with the Finance, Budget and Audit Committee in 2018 to develop and explore fare restructuring recommendations for the future.

Attachment A

Future Planning Initiatives:

On-board survey – a lack of data about riders’ demographics, travel patterns, customer satisfaction, and technological capacity impacts the ability to make effective improvements. An on-board survey, Santa Cruz METRO’s first since 2012, is planned to be implemented in fiscal year 2018, in order to learn more about these issues, along with matters related to fare payment methods.

Pacific Station Long-Term Planning – Staff will continue to investigate, in conjunction with the City of Santa Cruz, downtown service planning protocols and opportunities for cooperative facility development strategies.

Transportation Network Companies (TNC) – Many transit districts are starting to use TNCs such as Uber and Lyft to supplement their fixed-route and paratransit services. Staff is planning to investigate opportunities for METRO to use these types of services.

American Public Transit Association (APTA) Universities Conference – METRO is committed to hosting this significant APTA event in 2018, at which METRO can highlight its working relationships with UCSC, Cabrillo College, and San Jose State University. This APTA conference will allow Santa Cruz METRO to engage in collaborative networking, leverage knowledge, and learn about breakthroughs, lessons, and innovative and strategic approaches that are working for other national transit agencies.

Transportation Demand Management (TDM) – Staff is working with the City of Santa Cruz on concepts for a downtown employee bus pass as part of a TDM program.

Future Operational Improvements:

Automatic Vehicle Locators (AVL) – This technology will provide data that will be used to improve on-time performance. AVL uses global positioning satellite information that allows for electronic signs at bus stops and a smart phone application that will predict when the next bus will arrive. AVL will significantly enhance customer real-time information on bus arrival times, system disruptions and provide better system performance from better ridership data. Santa Cruz METRO is actively seeking state and federal grants to add an Automatic Vehicle Locator system to the fixed-route bus network. The AVL project was submitted to the Santa Cruz County Regional Transportation Commission (SCCRTC) for inclusion in their 2018 Regional Transportation Improvement Program (RTIP) budget in December 2017 and is at the staff and committee recommendation level.

Zero Emission Vehicles (ZEVs) – The addition of electric buses will help with the unfunded and ongoing need for replacement buses. In June 2016, Santa Cruz METRO was awarded a grant for the District’s first electric bus from the Low Carbon Transit Operations Program (LCTOP) administered through Caltrans, to be run as a circulator in Watsonville. Santa Cruz METRO was awarded a FTA Lo No grant for three zero emissions buses in July 2016. Santa Cruz METRO was also awarded by SCCRTC a STB grant to purchase one CNG bus. These grants will provide funding not only for the electric buses but for the infrastructure needed to operate them. County residents will benefit from the renewed commitment by METRO to air quality and sustainability.

Attachment A

Financial Analysis

Following are the condensed comparative financial statements, which highlight key financial data. Certain significant year-to-year variances are discussed following the statements.

Statements of Net Position:

	2017	2016	2015	2017 to 2016		2016 to 2015		
				Increase/(Decrease) Amount	%	Increase/(Decrease) Amount	%	
Assets								
Current Assets	\$ 22,587,204	\$ 23,342,903	\$ 25,709,446	\$ (755,699)	-3.2%	\$ (2,366,543)	-9.2%	
Capital Assets - Net	86,071,566	86,495,631	82,753,490	(424,065)	-0.5%	3,742,141	4.5%	
Restricted Assets	8,354,300	9,177,768	14,463,480	(823,468)	-9.0%	(5,285,712)	-36.5%	
Total Assets	<u>\$ 117,013,070</u>	<u>\$ 119,016,302</u>	<u>\$ 122,926,416</u>	<u>\$ (2,003,232)</u>	<u>-1.7%</u>	<u>\$ (3,910,114)</u>	<u>-3.2%</u>	
Deferred Outflows of Resources								
Pension Contributions	\$ 13,585,398	\$ 8,634,713	\$ 3,903,126	\$ 4,950,685	57.3%	\$ 4,731,587	121.2%	
Total Deferred Outflows of Resources	<u>\$ 13,585,398</u>	<u>\$ 8,634,713</u>	<u>\$ 3,903,126</u>	<u>\$ 4,950,685</u>	<u>57.3%</u>	<u>\$ 4,731,587</u>	<u>121.2%</u>	
Liabilities								
Current Liabilities	\$ 6,909,520	\$ 6,599,776	\$ 7,315,473	\$ 309,744	4.7%	\$ (715,697)	-9.8%	
Non-Current Liabilities	6,947,590	9,887,060	15,304,383	(2,939,470)	-29.7%	(5,417,323)	-35.4%	
Other Long-Term Liabilities	91,066,828	76,736,756	69,040,678	14,330,072	18.7%	7,696,078	11.1%	
Total Liabilities	<u>\$ 104,923,938</u>	<u>\$ 93,223,592</u>	<u>\$ 91,660,534</u>	<u>\$ 11,700,346</u>	<u>12.6%</u>	<u>\$ 1,563,058</u>	<u>1.7%</u>	
Deferred Inflows of Resources								
Pension Investment Earnings	\$ 5,306,999	\$ 7,973,400	\$ 7,432,943	\$ (2,666,401)	-33.4%	\$ 540,457	7.3%	
Total Deferred Inflows of Resources	<u>\$ 5,306,999</u>	<u>\$ 7,973,400</u>	<u>\$ 7,432,943</u>	<u>\$ (2,666,401)</u>	<u>-33.4%</u>	<u>\$ 540,457</u>	<u>7.3%</u>	
Net Position								
Net Investment in Capital Assets	\$ 86,071,566	\$ 86,495,631	\$ 82,753,490	\$ (424,065)	-0.5%	\$ 3,742,141	4.5%	
Unrestricted Net Position	(65,704,035)	(60,041,608)	(55,017,425)	(5,662,427)	-9.4%	(5,024,183)	9.1%	
Total Net Position	<u>\$ 20,367,531</u>	<u>\$ 26,454,023</u>	<u>\$ 27,736,065</u>	<u>\$ (6,086,492)</u>	<u>-23.0%</u>	<u>\$ (1,282,042)</u>	<u>-4.6%</u>	

2017 vs 2016 Analysis

Key changes include:

- *Current assets* decreased by \$756 thousand or 3.2% to \$22.6 million, primarily due to decreases in grants receivables. As large capital projects have wound down since the previous year, so have the associated outstanding reimbursements from grantor agencies for those capital projects.
- *Capital assets – net* decreased by \$424 thousand or 0.5% to \$86.1 million, primarily due to increased depreciation of existing assets as well as the new Judy K. Souza Operations Facility. The rate of aging capital assets/expensing off the use of capital assets over their estimated period of utility is outpacing the rate of construction and procurement of new vehicles and equipment.
- *Restricted assets* decreased by \$823 thousand or 9.0% to \$8.4 million. Grant funds received from PTMISEA were spent on construction of the new Judy K. Souza Operations Facility.
- *Deferred outflows of resources* of \$13.6 million in pension contributions were recognized in the current year through the application of GASB Statement No. 68.
- *Current liabilities* increased by \$310 thousand or 4.7% to \$6.9 million in total. The final settlement payout for the balance of construction costs of the Judy K. Souza Operations Facility was accrued at the end of fiscal year 2017 for \$1,650,000. The resultant increase in current liabilities was offset by a significant decrease in construction retention payable and the estimated reserve for damage claims over the prior year.
- *Non-current liabilities* decreased by \$2.9 million or 29.7% to \$6.9 million due to the spending down of deferred PTMISEA grant funds on construction and capital acquisition during the year.

Attachment A

Grant funds received are restricted and reported as liabilities (unearned revenue) until spent on the specific purpose for which they were awarded.

- *Other long-term liabilities* increased by \$14.3 million or 18.7% to \$91.1 million primarily due to a \$9.0 million increase in the net pension liability for Santa Cruz METRO's defined benefit pension plan, and a \$5.3 million increase in the long-term obligation for other postemployment benefits for retirees.
- *Deferred inflows of resources* of \$5.3 million in pension investment earnings were recognized in the current year through the application of GASB Statement No. 68.

Statements of Revenues, Expenses, and Changes in Fund Net Position:

	2017	2016	2017 to 2016	
			Increase/(Decrease)	
			Amount	%
Operating Revenues	\$ 9,720,871	\$ 9,923,862	\$ (202,991)	-2.0%
Operating Expenses	56,141,378	53,878,081	2,263,297	4.2%
Net Operating Loss	(46,420,507)	(43,954,219)	(2,466,288)	5.6%
Non-Operating Revenues	36,701,352	35,100,875	1,600,477	4.6%
Capital Grant Contributions	3,632,663	7,571,302	(3,938,639)	-52.0%
Decrease in Net Position	<u>\$ (6,086,492)</u>	<u>\$ (1,282,042)</u>	<u>\$ (4,804,450)</u>	<u>374.7%</u>

	2016	2015	2016 to 2015	
			Increase/(Decrease)	
			Amount	%
Operating Revenues	\$ 9,923,862	\$ 9,796,024	\$ 127,838	1.3%
Operating Expenses	53,878,081	54,939,475	(1,061,394)	-1.9%
Operating Loss	(43,954,219)	(45,143,451)	1,189,232	-2.6%
Non-Operating Revenues	35,100,875	34,812,002	288,873	0.8%
Capital Grant Contributions	7,571,302	9,270,417	(1,699,115)	-18.3%
Decrease in Net Position	<u>\$ (1,282,042)</u>	<u>\$ (1,061,032)</u>	<u>\$ (221,010)</u>	<u>20.8%</u>

2017 vs 2016 Analysis

Operating Revenues (Passenger Fares) decreased by \$203 thousand or 2% this year over the prior year as a result of the decrease in ridership due to the service reduction implemented in September 2016, as well as severe weather conditions in January and February 2017.

Operating Expenses increased by \$2.3 million or 4.2% overall when compared to last year due primarily to an increase in employee-related expenses. The annual GASB 68 adjusting entry to pension expense increased approximately \$2 million over the prior year adjustment. The annual accounting adjustment to Workers' Compensation Liabilities for actuarially-determined incurred but not reported (IBNR) claims and expenses contributed to the increase in Operating Expenses as well.

Non-Operating Revenues increased overall by \$1.6 million or 4.6% over last year. Sales and use tax revenue increased by \$2.0 million in fiscal year 2017, due to increased consumer spending and the accrual of the new sales tax allocation generated by local Measure D, which went into effect in April 2017. This increase in Non-Operating Revenue was offset by a decrease in STA funding over prior year due to recent changes in the STA program allocation formula, and a decrease in tax credit revenue due to the expiration of tax incentives for the purchase of alternative fuels.

Attachment A

Capital Grant Contributions are capital grant funds received for facilities improvements and the purchase of capital equipment including revenue vehicles. The receipt of capital grant funds can fluctuate year over year based on a variety of factors including project eligibility requirements, formula-based funding criteria, the economy, etc. Capital contributions decreased by 52% over last year primarily due to completion of the Judy K. Souza Operations.

Statements of Cash Flows:

	2017	2016	2017 to 2016 Change
Net Cash Used in Operating Activities	\$ (34,366,265)	\$ (42,965,652)	\$ 8,599,387
Net Cash Provided by Non-Capital Financing Activities	35,801,841	34,897,175	904,666
Net Cash Provided by (Used in) Capital and Related Financing Activities	(2,038,501)	242,452	(2,280,953)
Net Cash Provided by Non-Transportation Activities	<u>263,508</u>	<u>242,287</u>	<u>21,221</u>
Net (Decrease) in Cash and Cash Equivalents	(339,417)	(7,583,738)	7,244,321
Cash and Cash Equivalents, Beginning of Year	<u>24,400,125</u>	<u>31,983,863</u>	<u>(7,583,738)</u>
Cash and Cash Equivalents, End of Year	<u>\$ 24,060,708</u>	<u>\$ 24,400,125</u>	<u>\$ (339,417)</u>

	2016	2015	2016 to 2015 Change
Net Cash Used in Operating Activities	\$ (42,965,652)	\$ (39,649,655)	\$ (3,315,997)
Net Cash Provided by Non-Capital Financing Activities	34,897,175	34,501,675	395,500
Net Cash Provided by Capital and Related Financing Activities	242,452	3,724,925	(3,482,473)
Net Cash Provided by Non-Transportation Activities	<u>242,287</u>	<u>245,062</u>	<u>(2,775)</u>
Net (Decrease) in Cash and Cash Equivalents	(7,583,738)	(1,177,993)	(6,405,745)
Cash and Cash Equivalents, Beginning of Year	<u>31,983,863</u>	<u>33,161,856</u>	<u>(1,177,993)</u>
Cash and Cash Equivalents, End of Year	<u>\$ 24,400,125</u>	<u>\$ 31,983,863</u>	<u>\$ (7,583,738)</u>

Economic Factors and Next Year's Budget

State law requires the District to adopt an annual budget by resolution of the Board of Directors. In the spring preceding the start of each fiscal year, staff presents an annual budget based on established District goals, objectives and performance measures to the Board of Directors. The presentation may recommend using financial reserves to balance the budget when proposed expenses exceed projected revenues.

The Santa Cruz METRO Board approves the annual budget prior to implementation. Once adopted, the Board of Directors has the authority to amend the budget. While the legal level of budgetary control is at the entity level, the District maintains stricter control at departmental and line item levels to serve various needs. The Board has delegated the authority to transfer budget amounts between departments to the CEO/General Manager or his designee. However, any increase to the expense budget as a whole requires the approval of the Board.

Attachment A

During the fiscal year, the adopted Operating and Capital budgets are used as management tools to monitor revenues and expenses and evaluate operating performance at any given time period. The Board of Directors monitors budget-to-actual performance through monthly staff reports. Department managers monitor budget-to-actual performance on an accrual basis and meet with the CEO monthly to review significant variances.

The fiscal year 2018 budget was adopted by the Board on June 23, 2017, and is \$1.4 million more than that of the previous year, which reflects a 3% growth over the previous year's budget. The Operating Budget is one of restrained optimism, planning for a future in which recent enacted local and state legislation will provide the District with a much-needed infusion of revenue. The District continues to work with its funding partners and employees to pursue its goals of excellent service. The Capital Budget contains projects necessary and essential to sustain the District's existing service and operating facilities.

These significant factors were considered as budget assumptions when preparing Santa Cruz METRO's budget for the fiscal year 2018:

- Expectation that passenger fare revenue will experience a 6% decrease from prior year budget due to the effect of service cuts.
- Expectation that sales and use tax revenues will increase at a moderate rate of 2.5% over the next 2 years.
- Expectation that Santa Cruz County Measure D will infuse approximately \$3.0M of sales tax revenue funding into the annual budget for fiscal year 2018, the first full year of this new local sales tax ordinance.
- Bus service plans must continue to be sensitive to funding constraints and revenue projections due to economic uncertainty and legislative issues.
- Sensitivity to employee wages, health care benefits, workers' compensation, and pension benefits. Budget savings are expected from employee retirements, eliminated vacant positions due to service reductions, and reductions in Bus Operator overtime. California Public Employees Retirement System (CalPERS) retirement employer contribution rate increases from 22.17% to 24.20% for the fiscal year 2018. An average increase of 5% in medical insurance premiums is anticipated.
- Sensitivity to and monitoring of controllable costs and consumables.
- Continued efforts to identify efficiencies in costs.
- Anticipated increases in Special Transit (contract) fares revenue from Cabrillo College: over \$948 thousand of anticipated funding annually with which to sustain Santa Cruz METRO services.
- Anticipated increases in Special Transit (contract) fares revenue from UCSC of \$162 thousand.

Contacting Santa Cruz METRO's Financial Management

Santa Cruz METRO's financial report is designed to provide Santa Cruz METRO's Board of Directors, management, and the public with an overview of Santa Cruz METRO's finances. For additional information about this report, please contact Angela Aitken, Finance Manager, at 110 Vernon Street, Santa Cruz, CA 95060.

Attachment A

BASIC FINANCIAL STATEMENTS

Attachment A

**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
STATEMENTS OF NET POSITION
JUNE 30, 2017 AND 2016**

ASSETS	<u>2017</u>	<u>2016</u>
CURRENT ASSETS		
Cash and Cash Equivalents	\$ 15,706,408	\$ 15,222,357
Sales and Use Taxes, Grants, and Other Receivables	5,789,956	7,149,863
Inventory	600,565	598,963
Prepaid Expenses	<u>490,275</u>	<u>371,720</u>
Total Current Assets	<u>22,587,204</u>	<u>23,342,903</u>
RESTRICTED ASSETS		
Cash and Cash Equivalents	<u>8,354,300</u>	<u>9,177,768</u>
CAPITAL ASSETS		
Building and Improvements	76,065,867	47,711,978
Revenue Vehicles	46,181,700	48,522,953
Operations Equipment	6,396,280	6,431,866
Other Equipment	2,131,733	2,131,733
Other Vehicles	1,071,767	1,164,604
Office Equipment	<u>3,901,469</u>	<u>3,933,237</u>
Total Depreciated Capital Assets	135,748,816	109,896,371
Less Accumulated Depreciation	<u>(64,463,790)</u>	<u>(62,836,549)</u>
Total Depreciated Capital Assets Net of Accumulated Depreciation	71,285,026	47,059,822
Construction-in-Progress	3,190,229	27,839,498
Land	<u>11,596,311</u>	<u>11,596,311</u>
Total Capital Assets	<u>86,071,566</u>	<u>86,495,631</u>
Total Assets	<u>117,013,070</u>	<u>119,016,302</u>
DEFERRED OUTFLOWS OF RESOURCES		
Deferred Amounts from Pension Activities	<u>\$ 13,585,398</u>	<u>\$ 8,634,713</u>

The accompanying notes are an integral part of these financial statements.

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT STATEMENTS OF NET POSITION (Continued) JUNE 30, 2017 AND 2016

	2017	2016
LIABILITIES		
CURRENT LIABILITIES		
Accounts Payable and Accrued Liabilities	\$ 2,164,097	\$ 1,300,821
Accrued Payroll and Employee Benefits	3,930,006	4,112,185
Deferred Rent	3,050	2,959
Workers' Compensation Liabilities, Current	690,677	669,759
Other Accrued Liabilities	109,306	501,668
Security Deposit	12,384	12,384
Total Current Liabilities	6,909,520	6,599,776
NON-CURRENT LIABILITIES		
Unearned Revenue - Settlement Agreement	-	371,523
Unearned Revenue - State Transit Assistance	413,612	166,324
Unearned Revenue - PTMISEA Grant	4,620,355	7,531,104
Unearned Revenue - Proposition 1B Grant	955,066	1,108,817
Unearned Revenue - LCTOP	958,557	709,292
Total Non-Current Liabilities	6,947,590	9,887,060
OTHER LONG-TERM LIABILITIES		
Workers' Compensation Liabilities, Net of Current	2,681,595	2,570,035
Other Postemployment Benefit Liabilities	33,663,105	28,407,107
Net Pension Liability	54,722,128	45,759,614
Total Other Long-Term Liabilities	91,066,828	76,736,756
Total Liabilities	104,923,938	93,223,592
DEFERRED INFLOWS OF RESOURCES		
Deferred Amounts from Pension Activities	5,306,999	7,973,400
NET POSITION		
Net Investment in Capital Assets	86,071,566	86,495,631
Unrestricted Net Position	(65,704,035)	(60,041,608)
Total Net Position	\$ 20,367,531	\$ 26,454,023

The accompanying notes are an integral part of these financial statements.

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION FOR THE YEARS ENDED JUNE 30, 2017 AND 2016

	2017	2016
OPERATING REVENUES		
Passenger Fares	\$ 4,791,959	\$ 5,785,820
Special Transit Fares	4,928,912	4,138,042
Total Operating Revenues	9,720,871	9,923,862
OPERATING EXPENSES		
Wages, Salaries, and Employee Benefits	44,578,599	41,743,933
Purchased Transportation Services	100,760	71,470
Materials and Supplies	3,171,221	3,397,701
Other Expenses	3,993,351	4,749,192
Depreciation	4,297,447	3,915,785
Total Operating Expenses	56,141,378	53,878,081
Net Operating Loss	(46,420,507)	(43,954,219)
NON-OPERATING REVENUES (EXPENSES)		
Sales and Use Taxes	20,869,028	18,871,648
Transportation Development Act (TDA) Assistance	6,804,838	6,377,491
State Transit Assistance (STA)	1,671,333	2,636,432
Federal Transit Authority (FTA) Section 5307 Operating Assistance	6,286,136	5,448,200
FTA Section 5311 Rural Operating Assistance	168,738	177,787
Alternative Fuel Tax Credit	284,419	972,922
Planning Grants	9,749	89,278
Interest Income	133,298	100,891
Rental Income	130,210	141,396
Other Revenue	342,926	283,250
Gain on Sale and Disposal of Property, Equipment, and Inventory	677	1,580
Total Non-Operating Revenues (Expenses)	36,701,352	35,100,875
Net Loss Before Capital Contributions	(9,719,155)	(8,853,344)
CAPITAL CONTRIBUTIONS		
Grants Restricted for Capital Expenditures	3,632,663	7,571,302
NET POSITION		
Change in Net Position	(6,086,492)	(1,282,042)
Total Net Position, Beginning of Year	26,454,023	27,736,065
Total Net Position, End of Year	\$ 20,367,531	\$ 26,454,023

The accompanying notes are an integral part of these financial statements.

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED JUNE 30, 2017 AND 2016

	2017	2016
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from Customers	\$ 10,575,093	\$ 9,230,910
Payments to Employees	(39,372,302)	(42,770,413)
Payments to Suppliers	(6,914,484)	(8,682,877)
Payments from (to) Other	1,345,428	(743,272)
	<u>(34,366,265)</u>	<u>(42,965,652)</u>
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES:		
Operating Grants Received, Including Sales and Use Taxes	35,801,841	34,897,175
	<u>35,801,841</u>	<u>34,897,175</u>
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:		
Proceeds from Sale of Property and Equipment	3,319	193,976
Capital Grants Received	1,834,204	7,898,798
Capital Expenditures	(3,876,024)	(7,850,322)
	<u>(2,038,501)</u>	<u>242,452</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Investment and Rental Income Received	263,508	242,287
	<u>263,508</u>	<u>242,287</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	(339,417)	(7,583,738)
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR	24,400,125	31,983,863
	<u>24,400,125</u>	<u>31,983,863</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	\$ 24,060,708	\$ 24,400,125
RECONCILIATION OF NET OPERATING LOSS TO NET CASH USED IN OPERATING ACTIVITIES		
Net Operating Loss	\$ (46,420,507)	\$ (43,954,219)
Adjustments to Reconcile Net Operating Loss to Net Cash Used in Operating Activities:		
Depreciation	4,297,447	3,915,785
Changes in Assets and Liabilities:		
(Increase)/Decrease in Receivables	854,222	(692,952)
(Increase)/Decrease in Inventory	(1,602)	61,896
(Increase)/Decrease in Prepaid Expenses	(118,555)	163,069
Increase/(Decrease) in Accounts Payable and Accrued Liabilities	863,276	(686,479)
Increase/(Decrease) in Net Pension and OPEB Liabilities	6,601,426	(743,272)
(Decrease) in Other Liabilities	(441,972)	(1,029,480)
	<u>4,297,447</u>	<u>3,915,785</u>
Net Cash Used in Operating Activities	\$ (34,366,265)	\$ (42,965,652)

The accompanying notes are an integral part of these financial statements.

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT NOTES TO BASIC FINANCIAL STATEMENTS JUNE 30, 2017 AND 2016

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

A. Description of Organization

The Santa Cruz Metropolitan Transit District (Santa Cruz METRO) was formed February 9, 1969, following a favorable election in conformity with Section 9800 et. seq. of the Public Utilities Code (PUC). The transit system serves the general public in the cities of Santa Cruz, Watsonville, Scotts Valley, and Capitola and the unincorporated areas of Santa Cruz County. A Board of eleven directors and two ex-officio directors representing the University of California, Santa Cruz and Cabrillo College govern Santa Cruz METRO. At June 30, 2017, the directors were as follows:

Chairperson:	Jimmy Dutra		
Vice Chair:	Bruce McPherson		
Members:	Ed Bottorff	John Leopold	Oscar Rios
	Cynthia Chase	Donna Lind	J. Dan Rothwell
	Donald Norm Hagen	Cynthia Mathews	Mike Rotkin
Ex-Officio:	Donna Blitzer	Liber McKee	

Santa Cruz METRO also serves the Highway 17 corridor into Santa Clara County to provide a commuter express service through a memorandum of understanding with the San Joaquin Joint Powers Authority (SJJPA), the Capitol Corridor Joint Powers Authority (CCJPA), and the Santa Clara Valley Transportation Authority (VTA). Amtrak Thruway bus service is also provided by Santa Cruz METRO on the same corridor.

B. Reporting Entity

Santa Cruz METRO and the Santa Cruz Civic Improvement Corporation (the Corporation) have a financial and operational relationship, which meets the reporting entity definition criteria of Governmental Accounting Standards Board (GASB) Statement No. 14, as amended by GASB Statement No. 39, *The Financial Reporting Entity*, for inclusion of the Corporation as a blended component unit of Santa Cruz METRO. Accordingly, the financial activities of the Corporation have been included in the basic financial statements of Santa Cruz METRO. For the year ending June 30, 2017, these activities were minimal.

Scope of Public Service:

The Corporation is a nonprofit, public benefit corporation incorporated under the laws of the State of California and recorded by the Secretary of State in July 1986. The Corporation was formed for the sole purpose of providing financial assistance to Santa Cruz METRO for the construction and acquisition of major capital facilities.

The following are those aspects of the relationship between Santa Cruz METRO and the Corporation which satisfy GASB Statement No. 14/39 criteria.

Accountability:

1. Santa Cruz METRO's Board of Directors appointed the Corporation's Board of Directors.

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

B. Reporting Entity (Continued)

2. Santa Cruz METRO is able to impose its will upon the Corporation based on the following:
 - All major financing arrangements, contracts, and other transactions of the Corporation must have the consent of Santa Cruz METRO.
 - Santa Cruz METRO exercises significant influence over operations of the Corporation as it is anticipated that Santa Cruz METRO will be the sole lessee of all facilities owned by the Corporation. Likewise, it is anticipated that Santa Cruz METRO's lease payments will be the sole revenue source of the Corporation.
3. The Corporation provides specific financial benefits or imposes specific financial burdens on Santa Cruz METRO based upon the following:
 - Santa Cruz METRO has assumed a “moral obligation,” and potentially a legal obligation, for any debt incurred by the Corporation.

C. Basis of Accounting and Presentation

Santa Cruz METRO is accounted for as a Business-Type Activity, as defined by GASB Statement No. 34, *Basic Financial Statements – Management's Discussion and Analysis – for State and Local Governments*, and its basic financial statements are presented on the accrual basis of accounting. Under this method, revenues are recognized when they are earned, and expenses are recognized when they are incurred.

Santa Cruz METRO adopted GASB Statement No. 34 as amended by GASB Statement No. 37, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments: Omnibus*, as of and for the year ended June 30, 2003, and applied those standards on a retroactive basis. GASB Statement No. 34 establishes standards for external financial reporting for state and local governments and requires that resources be classified for accounting and reporting purposes into three net position categories; namely, net investment in capital assets, restricted net position, and unrestricted net position.

Contributed Capital/Reserved Retained Earnings:

Santa Cruz METRO receives grants from the Federal Transit Authority (FTA) and other agencies of the U.S. Department of Transportation, state, and local transportation funds for the acquisition of transit-related equipment and improvements. Prior to July 1, 2001, capital grants were recognized as donated capital to the extent that project costs under the grant had been incurred. Capital grant funds earned, less amortization equal to accumulated depreciation of the related assets, were included in contributed capital. As required by GASB Statement No. 33, *Accounting and Financial Reporting for Nonexchange Transactions*, Santa Cruz METRO changed its method of accounting for capital grants from capital contributions to reserved non-operating revenues. In accordance with GASB Statement No. 33, capital grants are required to be included in the determination of net income (loss) resulting in an increase in net revenue of \$3,632,663 and \$7,571,302 for the fiscal years ended June 30, 2017 and 2016, respectively.

Under GASB Statement No. 34, contributed capital and reserved retained earnings are presented in the net position section as net investment in capital assets.

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

C. Basis of Accounting and Presentation (Continued)

Proprietary Accounting and Financial Reporting:

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of Santa Cruz METRO are passenger fares and special transit fares. Operating expenses for Santa Cruz METRO include wages, purchased transportation, materials and supplies, depreciation/amortization on capital assets, and other expenses. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Net Position:

Net position represents the residual interest in Santa Cruz METRO's assets after liabilities are deducted. In accordance with GASB Statement No. 34, the fund equity section on the statements of net position was combined to report total net position and present it in three broad components: net investment in capital assets, restricted, and unrestricted. Net position invested in capital assets includes capital assets net of accumulated depreciation. Net position is restricted when constraints are imposed by third parties or by law through constitutional provisions or enabling legislation. All other net position is unrestricted.

When both restricted and unrestricted resources are available for use, generally it is Santa Cruz METRO's policy to use restricted resources first, and then unrestricted resources as they are needed.

D. Cash and Cash Equivalents

Santa Cruz METRO considers all highly liquid investments with a maturity date within three months of the date acquired to be cash equivalents. Santa Cruz METRO deposits funds into an external investment pool maintained by Santa Cruz County. These deposits are considered cash equivalents. The Santa Cruz County Pooled Investment Fund is authorized to invest in obligations of the U.S. Treasury agencies and instrumentalities, commercial paper rated A-1 by Standard and Poor's Corporation or P-1 by Moody's Commercial Paper Record, bankers' acceptances, repurchase agreements, and the State Treasurer's investment pool. Cash and cash equivalents are stated at fair value. For purposes of the statements of cash flows, Santa Cruz METRO considers all highly liquid investments (including restricted assets) to be cash equivalents.

E. Inventory

Inventory is carried at cost using the first-in/first-out (FIFO) method. Inventory held by Santa Cruz METRO consists of spare bus parts and operating supplies that are consumed by Santa Cruz METRO and are not for resale purposes.

F. Restricted Assets

Certain assets are classified as restricted assets on the statements of net position because their use is subject to externally imposed stipulations, either by laws or regulations.

The cash resulting from a design and construction settlement agreement, as described in Note 8, represents proceeds restricted by the FTA. Grants from the State Transit Assistance (STA) program, Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA), Proposition 1B Office of Homeland Security (OHS), California Transit Security Grant Program (CTSGP), and the Low Carbon Transit Operations Program (LCTOP) are restricted for capital expenditures. Restricted assets at June 30 are as follows:

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

F. Restricted Assets (Continued)

	2017	2016
Cash and Cash Equivalents		
FTA Grant	\$ -	\$ 371,523
Proposition 1B PTMISEA Grant	6,270,355	7,531,104
Proposition 1B OHS CTSGP Grant	955,066	1,108,817
STA Grant	413,612	166,324
LCTOP	715,267	-
Total Restricted Assets	\$ 8,354,300	\$ 9,177,768

G. Property and Equipment

Property and equipment are recorded at cost. Depreciation for all such assets is computed on a straight-line basis. Estimated useful lives of assets are as follows:

Buildings and improvements	20-39 years
Revenue vehicles	12 years
Other vehicles and equipment	3-10 years

Depreciation expense on assets acquired with capital grant funds are transferred to net position, net investment in capital assets, after being charged to operations.

Major improvements and betterments to existing facilities and equipment are capitalized. Costs for maintenance and repairs, which do not extend the useful lives of the applicable assets, are charged to expense as incurred. Upon disposition, costs and accumulated depreciation are removed from the accounts and resulting gains or losses are included in operations.

Santa Cruz METRO completed and capitalized the Scotts Valley Transit Center in fiscal year 1999. The cost of this facility totaled \$4,063,634, which was funded by federal, state, and local funds. The former Scotts Valley Redevelopment Agency, a political subdivision of the State of California, was one of Santa Cruz METRO's funding sources for this project and the Successor Agency has retained an interest in the property. The title to the property is retained by both Santa Cruz METRO and the Successor Agency as tenants in common with each party holding an individual interest in proportion to each party's financial participation in the project. The Successor Agency's portion of the property is 13.87%. The Successor Agency's portion is not recorded in Santa Cruz METRO's basic financial statements.

H. Sales and Use Taxes Revenues

1979 Gross Sales Tax (1/2-cent): In June 1978, voters in Santa Cruz County approved Measure G which changed the basis of transit support for Santa Cruz METRO from property tax to a ½-cent sales and use tax effective January 1979. This 0.5% sales and use tax levied on all taxable sales in Santa Cruz County is collected and administered by the California State Board of Equalization. Actual receipts of sales and use tax for the fiscal years ended June 30, 2017 and 2016, were \$20,338,220 and \$18,871,648, respectively. During the fiscal years ended June 30, 2017 and 2016, sales and use tax revenue of \$0 and \$840,903, respectively, were used as the local match for capital projects funded by the State-Local Partnership Program (SLPP), as required by this formula program.

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

H. Sales and Use Taxes (Continued)

2017 Net Sales Tax (Measure D): This local ordinance to fund a comprehensive package of county-wide transportation improvements, passed in November 2016 by over 2/3 of Santa Cruz County voters. The transportation tax measure levies a 0.5% sales and use tax on retail sales within Santa Cruz County for a thirty-year period, effective April 1, 2017. Measure D sales and use tax receipts are administered by the Santa Cruz County Regional Transportation Commission according to the Expenditure Plan identified in the ordinance. Santa Cruz METRO is allocated 16% of Measure D sales and use tax receipts collected, net of administrative costs, to provide transit and paratransit service for seniors and people with disabilities. Measure D sales and use tax revenue was \$530,808 for the fiscal year ended June 30, 2017.

Additionally, Santa Cruz METRO is allocated, through the Santa Cruz County Regional Transportation Commission, a portion of the 0.025% sales and use tax levied by the Transportation Development Act (TDA).

I. Operating Assistance Grants

Operating assistance grants are recognized as revenue in the grant period when earned.

J. Self-Insurance

Santa Cruz METRO is self-insured for the first \$250,000 of general and vehicular liability. For settlements in excess of \$250,000, Santa Cruz METRO has total coverage up to \$25,000,000 per occurrence. The District also self-insures for vehicle physical damage coverage with a deductible option of \$5,000 per vehicle and coverage up to \$30,000,000 per occurrence. Additionally, Santa Cruz METRO is self-insured up to \$350,000 for workers' compensation claims. Santa Cruz METRO has recorded a liability for estimated claims to be paid, including incurred but not reported claims (IBNR).

K. Employee Benefits

Annual and medical leave benefits are accrued when earned and reduced when used. Any paid medical leave accrued beyond 96 hours may, at the employee's option, be converted to annual leave and credited to the employee's annual leave schedule or paid in cash, depending on the bargaining unit, at 100% of the earned rate. Employees are paid accrued and unused annual leave at the time of separation from Santa Cruz METRO service.

L. Payroll

Santa Cruz METRO contracts with the Santa Cruz County Auditor-Controller to provide payroll processing services.

M. Pension Costs

Pension costs are expensed as incurred. These costs equal the actuarially determined annual contribution amount.

N. Use of Estimates

The preparation of basic financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the basic financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

O. Implementation of Governmental Accounting Standards Board Statements

GASB Statement No. 74 – *Financial Reporting for Postemployment Benefits Other than Pension Plans*. The provisions of this statement are effective for fiscal years beginning after June 15, 2016. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

GASB Statement No. 77 – *Tax Abatement Disclosures*. The requirements of this statement are effective for reporting periods beginning after December 15, 2015. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

GASB Statement No. 78 – *Pensions Provided through Certain Multiple-Employer Defined Benefit Pension Plans*. The requirements of this statement are effective for fiscal years beginning after December 15, 2015. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

GASB Statement No. 79 – *Certain External Investment Pools and Pool Participants*. The requirements of this statement are effective for fiscal years beginning after June 15, 2015, except for the provisions in paragraphs 18, 19, 23–26, and 40, which are effective for reporting periods beginning after December 15, 2015. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

GASB Statement No. 80 – *Blending Requirements for Certain Component Units – an amendment of GASB Statement No. 14*. The requirements of this statement are effective for reporting periods beginning after June 30, 2016. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

GASB Statement No. 82 – *Pension Issues – an amendment of GASB Statements No. 67, No. 68, and No. 73*. The requirements of this statement are effective for reporting periods beginning after June 15, 2016, except for the requirements of paragraph 7 in a circumstance in which an employer's pension liability is measured as of a date other than the employer's most recent fiscal year-end. In that circumstance, the requirements of paragraph 7 are effective for that employer in the first reporting period in which the measurement date of the pension liability is on or after June 15, 2017. There was no effect on Santa Cruz METRO's accounting or financial reporting as a result of implementing this standard.

P. Future Governmental Accounting Standards Board Statements

GASB Statement No. 75 – *Accounting and Financial Reporting for Postemployment Benefits Other than Pension Plans*. The provisions of this statement are effective for fiscal years beginning after June 15, 2017. Santa Cruz METRO has not fully judged the effect of the implementation of GASB Statement No. 75 as of the date of the basic financial statements.

GASB Statement No. 81 – *Irrevocable Split-Interest Agreements*. The requirements of this statement are effective for reporting periods beginning after December 15, 2016. Earlier application is encouraged. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 81 as of the date of the basic financial statements.

GASB Statement No. 83 – *Certain Asset Retirement Obligations*. The requirements of this statement are effective for the reporting periods beginning after June 15, 2018. Earlier application is encouraged. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 83 as of the date of the basic financial statements.

Attachment A

NOTE 1 – OPERATIONS AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

P. Future Governmental Accounting Standards Board Statements (Continued)

GASB Statement No. 84 – *Fiduciary Activities*. The requirements for this statement are effective for fiscal years beginning after December 15, 2018. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 84 as of the date of the basic financial statements.

GASB Statement No. 85 – *Omnibus 2017*. The requirements for this statement are effective for fiscal years beginning after June 15, 2017. This statement addresses practice issues that have been identified during implementation of various GASB Statements, including *Fair Value Measurement and Application*. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 85 as of the date of the financial statements.

GASB Statement No. 86 – *Certain Debt Extinguishment Issues*. The requirements of this statement are effective for periods beginning after June 15, 2017. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 86 as of the date of the basic financial statements.

GASB Statement No. 87 – *Leases*. The requirements of this statement are effective for periods beginning after December 15, 2019. Santa Cruz METRO has not fully judged the effect of implementation of GASB Statement No. 87 as of the date of the basic financial statements.

NOTE 2 – CASH AND CASH EQUIVALENTS

Total cash and cash equivalents, (restricted and unrestricted), consist of the following at June 30, 2017 and 2016:

	<u>2017</u>	<u>2016</u>
Cash on Hand	\$ 15,341	\$ 15,792
Demand Deposits	497,006	460,676
Certificate of Deposit (CD)	100,000	40,977
Deposits in Santa Cruz County Pooled Investment Fund	<u>23,448,361</u>	<u>23,882,680</u>
	<u>\$ 24,060,708</u>	<u>\$ 24,400,125</u>

Attachment A

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks

Investments Authorized by the California Government Code and Santa Cruz METRO’s Investment Policy

The table below identifies the **investment types** that are authorized for Santa Cruz METRO by the California Government Code (or Santa Cruz METRO’s investment policy, where more restrictive). The table also identifies certain provisions of the California Government Code (or Santa Cruz METRO’s investment policy, where more restrictive) that address **interest rate risk**, **credit risk**, and **concentration of credit risk**.

<u>Authorized Investment Type</u>	<u>Maximum Maturity</u>	<u>Maximum Percentage of Portfolio</u>	<u>Maximum Investment in One Issuer</u>
Local Agency Bonds	5 years	None	None
U.S. Treasury Obligations	5 years	None	None
U.S. Agency Securities	5 years	None	None
Bankers’ Acceptances	180 days	None	None
Commercial Paper	270 days	None	None
Negotiable CDs	5 years	None	None
Repurchase Agreements	1 year	None	None
Reverse Repurchase Agreements	92 days	None	None
Medium-Term Notes	5 years	None	None
Mutual Funds	N/A	None	None
Money Market Mutual Funds	N/A	None	None
Mortgage Pass-Through Securities	5 years	None	None
Santa Cruz County Pooled Investment Funds	N/A	100%	None
Local Agency Investment Fund (LAIF)	N/A	None	None

Disclosures Relating to Interest Rate Risk

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value to changes in market interest rates.

Information about the sensitivity of the fair values of Santa Cruz METRO’s investments to market interest rate fluctuations is provided by the following table that shows the distribution of Santa Cruz METRO’s investments by maturity:

Investment Type	Amount	<u>Remaining Maturity (in Months)</u>			
		<u>12 Months or Less</u>	<u>13 to 24 Months</u>	<u>25 to 60 Months</u>	<u>More Than 60 Months</u>
Santa Cruz County Pooled Investment Fund	\$ 23,448,361	\$ 23,448,361	\$ -	\$ -	\$ -

Attachment A

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks (Continued)

Disclosures Relating to Interest Rate Risk (Continued)

2016

Investment Type	Amount	Remaining Maturity (in Months)			
		12 Months or Less	13 to 24 Months	25 to 60 Months	More Than 60 Months
Santa Cruz County Pooled Investment Fund	\$ 23,882,680	\$ 23,882,680	\$ -	\$ -	\$ -

Disclosures Relating to Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. Presented below is the minimum rating required by (where applicable) the California Government Code, Santa Cruz METRO's investment policy, and the actual rating as of year-end for each investment type. The column marked "exempt from disclosure" identifies those investment types for which GASB Statement No. 40 does not require disclosure as to credit risk:

2017

Investment Type	Amount	Minimum Legal Rating	Exempt From Disclosure	Rating as of Year-End		
				AAA	Aa	Not Rated
Santa Cruz County Pooled Investment Fund	\$ 23,448,361	N/A	\$ -	\$ -	\$ -	\$ 23,448,361

2016

Investment Type	Amount	Minimum Legal Rating	Exempt From Disclosure	Rating as of Year-End		
				AAA	Aa	Not Rated
Santa Cruz County Pooled Investment Fund	\$ 23,882,680	N/A	\$ -	\$ -	\$ -	\$ 23,882,680

Concentration of Credit Risk

The investment policy of Santa Cruz METRO contains no limitations on the amount that can be invested in any one issuer beyond that stipulated by the California Government Code. Santa Cruz METRO did not have any investments in any one issuer (other than external investment pools) that represent 5% or more of total Santa Cruz METRO's investments at June 30, 2017 or 2016.

Attachment A

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks (Continued)

Custodial Credit Risk

Custodial credit risk for *deposits* is the risk that, in the event of the failure of a depository financial institution, a government will not be able to recover its deposits or will not be able to recover collateral securities that are in the possession of an outside party. The custodial credit risk for *investments* is the risk that, in the event of the failure of the counterparty (e.g., broker-dealer) to a transaction, a government will not be able to recover the value of its investment or collateral securities that are in the possession of another party. The California Government Code and Santa Cruz METRO's investment policy do not contain legal or policy requirements that would limit the exposure to custodial credit risk for deposits or investments, other than the following provision for deposits: The California Government Code requires that a financial institution secure deposits made by state or local governmental units by pledging securities in an undivided collateral pool held by a depository regulated under state law (unless so waived by the governmental unit). The fair value of the pledged securities in the collateral pool must equal at least 110% of the total amount deposited by the public agencies.

Custodial Credit Risk

GASB Statement No. 40 requires that the following disclosure be made with respect to custodial credit risks relating to deposits and investments: None of Santa Cruz METRO's deposits with financial institutions in excess of federal depository insurance limits were held in uncollateralized accounts.

Investment in Santa Cruz County Pooled Investment Fund

Santa Cruz METRO is a voluntary participant in the Santa Cruz County Pooled Investment Fund. The fair value of Santa Cruz METRO's investment in this pool is reported in the accompanying basic financial statements at amounts based upon Santa Cruz METRO's pro-rata share of the fair value provided by Santa Cruz County for the entire Santa Cruz County portfolio (in relation to the amortized cost of that portfolio). The balance available for withdrawal is based on the accounting records maintained by Santa Cruz County, which are recorded on an amortized cost basis.

Fair Value Measurements

Santa Cruz METRO categorizes its fair value measurements within the fair value hierarchy established by accounting principles generally accepted in the United States of America. These principles recognize a three-tiered fair value hierarchy, as follows:

- Level 1: Investments reflect prices quoted in active markets;
- Level 2: Investments reflect prices that are based on a similar observable asset, either directly or indirectly, which may include inputs in markets that are not considered to be active; and
- Level 3: Investments reflect prices based upon unobservable sources.

Attachment A

NOTE 2 – CASH AND CASH EQUIVALENTS (Continued)

Cash on Hand and Cash in Banks (Continued)

Fair Value Measurements (Continued)

Santa Cruz METRO has the following recurring fair value measurements as of June 30, 2017 and 2016:

2017

	Fair Value Measurement Using			
<u>Investments by fair value level</u>		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Certificate of Deposit (CD)	\$ 100,000	\$ 100,000	\$ -	\$ -
Total investments measured at fair value	100,000	\$ 100,000	\$ -	\$ -
Investments measured at amortized cost:				
Santa Cruz County Pooled Investment Fund	23,448,361			
Total pooled and directed investments	\$ 23,548,361			

2016

	Fair Value Measurement Using			
<u>Investments by fair value level</u>		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Certificate of Deposit (CD)	\$ 40,977	\$ 40,977	\$ -	\$ -
Total investments measured at fair value	40,977	\$ 40,977	\$ -	\$ -
Investments measured at amortized cost:				
Santa Cruz County Pooled Investment Fund	23,882,680			
Total pooled and directed investments	\$ 23,923,657			

Investments in the Santa Cruz County Pooled Investment Fund pool totaling \$23,448,361 and \$23,882,680 as of June 30, 2017 and 2016, respectively, are measured at amortized cost, which approximates fair value.

NOTE 3 – RECEIVABLES

Receivables at June 30 are as follows:

	2017	2016
Federal Grants	\$ 478,405	\$ 516,009
State Grants	923,644	2,027,053
Sales and Use Tax Revenue	3,679,108	3,067,100
Other	708,799	1,539,701
	\$ 5,789,956	\$ 7,149,863

Attachment A

NOTE 4 – CHANGES IN CAPITAL ASSETS

Facilities, property, and equipment at June 30 are summarized as follows:

June 30, 2017

	Balance July 1, 2016	Additions and Transfers	Retirements and Transfers	Balance June 30, 2017
Non-Depreciated Assets				
Land	\$ 11,596,311	\$ -	\$ -	\$ 11,596,311
Construction-in-Progress	27,839,498	3,876,024	(28,525,293)	3,190,229
Total Non-Depreciated Assets	39,435,809	3,876,024	(28,525,293)	14,786,540
Depreciated Assets				
Building and Improvements	47,711,978	28,358,183	(4,294)	76,065,867
Revenue Vehicles	48,522,953	50,393	(2,391,646)	46,181,700
Operations Equipment	6,431,866	116,717	(152,303)	6,396,280
Other Equipment	2,131,733	-	-	2,131,733
Other Vehicles	1,164,604	-	(92,837)	1,071,767
Office Equipment	3,933,237	-	(31,768)	3,901,469
Total Depreciated Assets	109,896,371	28,525,293	(2,672,848)	135,748,816
Less Accumulated Depreciation	(62,836,549)	(4,297,447)	2,670,206	(64,463,790)
Depreciated Assets Net of Accumulated Depreciation	47,059,822	24,227,846	(2,642)	71,285,026
Total Capital Assets	\$ 86,495,631	\$ 28,103,870	\$ (28,527,935)	\$ 86,071,566

Depreciation expense at June 30, 2017, was \$4,297,447.

June 30, 2016

	Balance July 1, 2015	Additions and Transfers	Retirements and Transfers	Balance June 30, 2016
Non-Depreciated Assets				
Land	\$ 11,596,311	\$ -	\$ -	\$ 11,596,311
Construction-in-Progress	20,605,781	7,850,322	(616,605)	27,839,498
Total Non-Depreciated Assets	32,202,092	7,850,322	(616,605)	39,435,809
Depreciated Assets				
Building and Improvements	47,505,460	270,967	(64,449)	47,711,978
Revenue Vehicles	50,605,014	-	(2,082,061)	48,522,953
Operations Equipment	6,433,325	9,208	(10,667)	6,431,866
Other Equipment	2,061,303	112,701	(42,271)	2,131,733
Other Vehicles	1,178,619	-	(14,015)	1,164,604
Office Equipment	3,904,539	35,865	(7,167)	3,933,237
Total Depreciated Assets	111,688,260	428,741	(2,220,630)	109,896,371
Less Accumulated Depreciation	(61,136,862)	(3,915,785)	2,216,098	(62,836,549)
Depreciated Assets Net of Accumulated Depreciation	50,551,398	(3,487,044)	(4,532)	47,059,822
Total Capital Assets	\$ 82,753,490	\$ 4,363,278	\$ (621,137)	\$ 86,495,631

Depreciation expense at June 30, 2016, was \$3,915,785.

Attachment A

NOTE 5 – CAPITAL GRANTS

Santa Cruz METRO receives grants from the FTA, which provides financing for the acquisition of rolling stock and construction of facilities. Santa Cruz METRO also receives grants under the State TDA primarily for the acquisition of rolling stock and support equipment, and purchase of furniture and fixtures.

A summary of federal and state grant activity for the years ended June 30 is as follows:

	<u>2017</u>	<u>2016</u>
Federal Grants	\$ 373,234	\$ 442,706
State Grants	2,968,872	6,287,693
Other - Settlement Agreement Proceeds	<u>290,557</u>	<u>840,903</u>
Total Capital Grants	<u>\$ 3,632,663</u>	<u>\$ 7,571,302</u>

NOTE 6 – COMMITMENTS

Santa Cruz METRO leases a number of its facilities under operating leases through August 2018. For the years ended June 30, 2017 and 2016, rental costs relating to the leases were \$219,034 and \$396,172, respectively. In addition, Santa Cruz METRO receives rent income from retail space in its transit centers. Minimum net lease payments for existing operating leases are as follows:

<u>Year Ending June 30</u>	<u>Lease Commitments</u>	<u>Rental Income</u>	<u>Net</u>
2018	\$ 193,295	\$ 141,752	\$ 51,543
2019	32,968	134,056	(101,088)
2020	-	131,509	(131,509)
2021	-	132,708	(132,708)
2022	-	76,026	(76,026)
2023-2027	<u>-</u>	<u>97,958</u>	<u>(97,958)</u>
	<u>\$ 226,263</u>	<u>\$ 714,009</u>	<u>\$ (487,746)</u>

NOTE 7 – JOINT VENTURES (JOINT POWERS AUTHORITY WITH CalTIP)

Santa Cruz METRO participates in a joint power authority (JPA), the California Transit Indemnity Pool (CalTIP). The relationship between Santa Cruz METRO and the JPA is such that the JPA is not a component unit of Santa Cruz METRO for financial reporting purposes.

CalTIP arranges for and provides property and liability insurance for its 34 members. CalTIP is governed by a board that controls the operations of CalTIP, including selection of management and approval of operating budgets, independent of any influence by the member districts. Each member district pays a premium commensurate with the level of coverage requested and shares in surpluses and deficits proportionate to their participation in CalTIP.

Attachment A

NOTE 7 – JOINT VENTURES (JOINT POWERS AUTHORITY WITH CalTIP) (Continued)

Condensed audited financial information of CalTIP for the years ended April 30 (most recent information available) is as follows:

	<u>2017</u>	<u>2016</u>
Total Assets	\$ 29,754,341	\$ 27,142,767
Total Liabilities	<u>21,321,678</u>	<u>21,487,418</u>
Fund Balance	<u>\$ 8,432,663</u>	<u>\$ 5,655,349</u>
Total Revenues	\$ 13,797,663	\$ 9,597,626
Total Expenditures	<u>11,020,349</u>	<u>13,419,707</u>
Net Decrease in Fund Balance	<u>\$ 2,777,314</u>	<u>\$ (3,822,081)</u>

CalTIP has not calculated Santa Cruz METRO's share of year-end assets, liabilities, or fund balance.

NOTE 8 – WATSONVILLE FLEET MAINTENANCE FACILITY SETTLEMENT RECEIPT

Santa Cruz METRO's fleet maintenance facility in Watsonville was damaged in the Loma Prieta earthquake (the earthquake) in October 1989. An engineering study concluded that the demolition of the existing facility and construction of a new facility was the most practical course of action. Therefore, the net book value of the facility was written off the books in a prior year.

In addition, due to design and construction deficiencies by the design and building contractors involved in the original project, Santa Cruz METRO initiated litigation against the contractors and came to a settlement agreement with said contractors on May 30, 1995. In accordance with this agreement, the contractors remitted \$4,776,858 (including \$171,538 in costs) to Santa Cruz METRO during fiscal year 1996, representing damages less attorney fees. FTA Section 3/5309 restricts the use of these proceeds, and the interest earned thereon. As of June 30, 2017, all settlement funds have been expended; the net restricted amount of \$0 and \$371,523 is reflected on the statements of net position as unearned revenue at June 30, 2017 and 2016, respectively.

NOTE 9 – CONTINGENCIES

Santa Cruz METRO has received state and federal funds for specific purposes that are subject to review and audit by grantor agencies. Although such audits could generate expenditure disallowances under the terms of the grants, Santa Cruz METRO believes that any required reimbursement will not be material.

Additionally, Santa Cruz METRO is party to various claims and litigation in the normal course of business. In the opinion of management and in-house counsel, any ultimate losses have been adequately provided for in the basic financial statements.

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN

A. General Information About the Pension Plan

Plan Description

Santa Cruz METRO's defined benefit pension plan, the Miscellaneous Plan for Santa Cruz Metropolitan Transit District (the Plan), provides retirement and disability benefits, annual cost-of-living adjustments, and death benefits to plan members and beneficiaries. The Plan is part of the Public Agency portion of the California Public Employees' Retirement System (CalPERS), an agent multiple-employer plan administered by CalPERS, which acts as a common investment and administrative agent for participating public employers with the State of California. A menu of benefit provisions, as well as other requirements, is established by state statutes within the Public Employees' Retirement Law. Santa Cruz METRO selects optional benefit provisions from the benefit menu by contract with CalPERS and adopts those benefits through Board of Directors action. CalPERS issues a separate comprehensive annual financial report. Copies of the CalPERS' annual financial report may be obtained from the CalPERS Executive Office, 400 P Street, Sacramento, California 95814.

Funding Policy

There are 315 and 306 active plan members in the Plan as of June 30, 2017 and 2016, respectively, who are required to contribute a percentage of their annual covered salary. In lieu of salary increases and for employees who agreed to salary reductions in certain prior years, Santa Cruz METRO agreed to pay a portion of the employee contribution, based on formulas negotiated in their labor agreements. Santa Cruz METRO is also required to contribute the actuarially determined remaining amounts necessary to fund the benefits for its members. The actuarial methods and assumptions used are those adopted by the CalPERS Board of Administration. The required employer contribution rates for the fiscal years ended June 30, 2017 and 2016 were 22.165% and 21.000%. The contribution requirements of the Plan members are established by state statute and the employer contribution rate is established and may be amended by CalPERS.

The Plan's provisions and benefits in effect at June 30, 2017, are summarized as follows:

Hire Date	Prior to January 1, 2013	On or after January 1, 2013
Benefit Formula	2.5% @ 55	2% @ 62
Benefit Vesting Schedule	5 years service	5 years service
Benefit Payments	monthly for life	monthly for life
Retirement Age	50	52
Monthly Benefits, as a Percentage of Eligible Compensation	2.000% - 2.500%	1.000%-2.500%
Required Employee Contribution Rates	8.000%	6.250%
Required Employer Contribution Rates	22.165%	22.165%

The Plan's provisions and benefits in effect at June 30, 2016, are summarized as follows:

Hire Date	Prior to January 1, 2013	On or after January 1, 2013
Benefit Formula	2.5% @ 55	2% @ 62
Benefit Vesting Schedule	5 years service	5 years service
Benefit Payments	monthly for life	monthly for life
Retirement Age	50	52
Monthly Benefits, as a Percentage of Eligible Compensation	2.000% - 2.500%	1.000%-2.500%
Required Employee Contribution Rates	8.000%	6.250%
Required Employer Contribution Rates	21.000%	21.000%

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

A. General Information About the Pension Plan (Continued)

Funding Policy (Continued)

Employees Covered – At June 30, 2017 and 2016, the following employees were covered by the benefit terms for the Plan:

	2017	2016
Inactive Employees or Beneficiaries Currently Receiving Benefits	332	310
Inactive Employees Entitled to but not yet Receiving Benefits	174	173
Active Employees	315	306
Total	821	789

B. Net Pension Liability

Santa Cruz METRO's net pension liability for the Plan is measured as the total pension liability, less the pension plan's fiduciary net position. The net pension liability of the Plan is measured as of June 30, 2016, using an annual actuarial valuation as of June 30, 2015, rolled forward to June 30, 2016, using standard update procedures. A summary of principal assumptions and methods used to determine the net pension liability is shown below.

Actuarial Assumptions – The total pension liabilities in the June 30, 2015 and 2014 actuarial valuations were determined using the following actuarial assumptions:

Valuation Date	June 30, 2015	June 30, 2014
Measurement Date	June 30, 2016	June 30, 2015
Actuarial Cost Method	Entry Age Normal	Entry Age Normal
Actuarial Assumptions:		
Discount Rate	7.65%	7.65%
Inflation	2.75%	2.75%
Payroll Growth	3.00%	3.00%
Projected Salary Increase	Varies by Entry Age and Service ⁽¹⁾	Varies by Entry Age and Service ⁽¹⁾
Investment Rate of Return	7.50% ⁽²⁾	7.50% ⁽²⁾
Mortality	Derived using ⁽³⁾ CalPERS' Membership Data for all Funds	Derived using ⁽³⁾ CalPERS' Membership Data for all Funds

⁽¹⁾ Depending on age, service, and type of employment.

⁽²⁾ Net of pension plan investment expenses, including inflation.

⁽³⁾ The mortality table used was developed based on CalPERS' specific data. The table includes 20 years of mortality improvements using Society of Actuaries Scale BB.

The underlying mortality assumptions and all other actuarial assumptions used in the June 30, 2015 and 2014 valuations were based on the results of a January 2014 actuarial experience study for the period 1997 to 2011. Further details of the Experience Study can found on the CalPERS website.

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

B. Net Pension Liability (Continued)

Discount Rate – The discount rate used to measure the total pension liabilities for June 30, 2017 and 2016, was 7.65%. To determine whether the municipal bond rate should be used in the calculation of a discount rate for the Plan, CalPERS stress tested plans that would most likely result in a discount rate that would be different from the actuarially assumed discount rate. Based on the testing, none of the tested plans run out of assets. Therefore, the current 7.65% discount rate for 2017 and 2016 is adequate and the use of the municipal bond rate calculation is not necessary. The long-term expected discount rate 7.65% for 2017 and 2016 will be applied to all plans in the Public Employees Retirement Fund (PERF). The stress test results are presented in a detailed report that can be obtained from the CalPERS website.

According to Paragraph 30 of GASB Statement No. 68, the long-term discount rate should be determined without reduction for pension plan administrative expense. The 7.65% investment return assumption used in this accounting valuation for 2017 and 2016 is net of administrative expenses. Administrative expenses are assumed to be 15 basis points. An investment return excluding administrative expenses would have been 8.65% for 2017 and 2016. Using this lower discount rate has resulted in a slightly higher total pension liability and net pension liability. CalPERS checked the materiality threshold for the difference in calculation and did not find it to be a material difference.

CalPERS is scheduled to review all actuarial assumptions as part of its regular Asset Liability Management (ALM) review cycle that is scheduled to be completed in February 2018. Any changes to the discount rate will require the CalPERS Board of Administration action and proper stakeholder outreach. For these reasons, CalPERS expects to continue using a discount rate net of administrative expenses for GASB Statements No. 67 and No. 68 calculations through at least the 2017-18 fiscal year. CalPERS will continue to check the materiality of the difference in calculation until such time as it has changed its methodology.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class.

In determining the long-term expected rate of return, CalPERS took into account both short-term and long-term market return expectations as well as the expected pension fund cash flows. Using historical returns of all the funds' asset classes, expected compound returns were calculated over the short-term (first 10 years) and the long-term (11-60 years) using a building-block approach. Using the expected nominal returns for both short-term and long-term, the present value of benefits was calculated for each fund. The expected rate of return was set by calculating the single equivalent expected return that arrived at the same present value of benefits for cash flows as the one calculated using both short-term and long-term returns. The expected rate of return was then set equivalent to the single equivalent rate calculated above and rounded down to the nearest one quarter of one percent.

The tables below reflect the long-term expected real rate of return by asset class. The rate of return was calculated using the capital market assumptions applied to determine the discount rate and asset allocation. These rates of return are net of administrative expenses.

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

B. Net Pension Liability (Continued)

2016

Asset Class	New Strategic Allocation	Real Return Years 1 - 10 (1)	Real Return Years 11+(2)
Global Equity	47.0%	5.25%	5.71%
Global Fixed Income	19.0%	0.99%	2.43%
Inflation Sensitive	6.0%	0.45%	3.36%
Private Equity	12.0%	6.83%	6.95%
Real Estate	11.0%	4.50%	5.13%
Infrastructure and Forestland	3.0%	4.50%	0.05%
Liquidity	2.0%	(0.55%)	(1.05%)
Total	100.0%		

(a) An expected inflation of 2.5% used for this period.

(b) An expected inflation of 3.0% used for this period.

2015

Asset Class	New Strategic Allocation	Real Return Years 1 - 10 (1)	Real Return Years 11+(2)
Global Equity	51.00%	5.25%	5.71%
Global Fixed Income	19.00%	0.99%	2.43%
Inflation Sensitive	6.00%	0.45%	3.36%
Private Equity	10.00%	6.83%	6.95%
Real Estate	10.00%	4.50%	5.13%
Infrastructure and Forestland	2.00%	4.50%	5.09%
Liquidity	2.00%	(0.55%)	(1.05%)
Total	100.00%		

(a) An expected inflation of 2.5% used for this period.

(b) An expected inflation of 3.0% used for this period.

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

C. Changes in the Net Pension Liability

The changes in the net pension liability for the Plan follow:

	Increase (Decrease)		
	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability/(Asset)
Balance at June 30, 2015 ⁽¹⁾	\$ 156,141,654	\$ 110,382,040	\$ 45,759,614
Changes in the year:			
Service Cost	3,160,455	-	3,160,455
Interest on the Total Pension Liability	11,775,833	-	11,775,833
Differences between Actual and Expected Experience	162,174	-	162,174
Changes in Assumptions	-	-	-
Changes in Benefit Terms	-	-	-
Contribution - Employer	-	3,991,447	(3,991,447)
Contribution - Employee (Paid by Employer)	-	-	-
Contribution - Employee	-	1,603,071	(1,603,071)
Net Investment Income ⁽²⁾	-	608,702	(608,702)
Administrative Expenses	-	(67,272)	67,272
Benefit Payments, Including Refunds of Employee Contributions	(7,903,179)	(7,903,179)	-
Net Changes	7,195,283	(1,767,231)	8,962,514
Balance at June 30, 2016 ⁽¹⁾	\$ 163,336,937	\$ 108,614,809	\$ 54,722,128

⁽¹⁾ The plan fiduciary net position includes receivables for employee service buybacks, deficiency reserves, fiduciary self-insurance, and other postemployment benefits (OPEB) expense. This may differ from the Plan assets reported in the funding actuarial valuation report.

⁽²⁾ Net of administrative expenses.

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

C. Changes in the Net Pension Liability (Continued)

	Increase (Decrease)		
	Total Pension Liability	Plan Fiduciary Net Position	Net Pension Liability/(Asset)
Balance at June 30, 2014 ⁽¹⁾	\$ 151,777,613	\$ 109,465,857	\$ 42,311,756
Changes in the year:			
Service Cost	3,294,147	-	3,294,147
Interest on the Total Pension Liability	11,234,261	-	11,234,261
Differences between Actual and Expected Experience	(414,257)	-	(414,257)
Changes in Assumptions	(2,564,554)	-	(2,564,554)
Changes in Benefit Terms	-	-	-
Contribution - Employer	-	4,086,806	(4,086,806)
Contribution - Employee (Paid by Employer)	-	-	-
Contribution - Employee	-	1,645,356	(1,645,356)
Net Investment Income ⁽²⁾	-	2,493,939	(2,493,939)
Administrative Expenses	-	(124,362)	124,362
Benefit Payments, Including Refunds of Employee Contributions	(7,185,556)	(7,185,556)	-
Net Changes	4,364,041	916,183	3,447,858
Balance at June 30, 2015 ⁽¹⁾	\$ 156,141,654	\$ 110,382,040	\$ 45,759,614

⁽¹⁾ The plan fiduciary net position includes receivables for employee service buybacks, deficiency reserves, fiduciary self-insurance, and other postemployment benefits (OPEB) expense. This may differ from the Plan assets reported in the funding actuarial valuation report.

⁽²⁾ Net of administrative expenses.

Sensitivity of the Net Pension Liability to Changes in the Discount Rate – The following presents the net pension liability of the Plan, calculated using the discount rate for the Plan, as well as what Santa Cruz METRO's net pension liability would be if it were calculated using a discount rate that is one percentage point lower or one percentage point higher than the current rate:

2016

1% Decrease Net Pension Liability	\$ 74,773,465
Current Discount Rate Net Pension Liability	\$ 54,722,128
1% Increase Net Pension Liability	\$ 37,952,701

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

C. Changes in the Net Pension Liability (Continued)

2015

1% Decrease Net Pension Liability	\$ 65,162,040
Current Discount Rate Net Pension Liability	\$ 45,759,614
1% Increase Net Pension Liability	\$ 29,530,278

Pension Plan Fiduciary Net Position – Detailed information about the Plan’s fiduciary net position is available in the separately issued CalPERS financial reports.

D. Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions

For the years ended June 30, 2017 and 2016, Santa Cruz METRO recognized a pension expense of \$5,216,311 and \$3,292,542, respectively. At June 30, 2017 and 2016, Santa Cruz METRO reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

2017

	Deferred Outflows of Resources	Deferred Inflows of Resources
Pension Contributions Subsequent to Measurement Date	\$ 3,870,883	\$ -
Differences between Actual and Expected Experience	118,343	(201,817)
Changes in Assumptions	-	(1,249,398)
Net Differences between Projected and Actual Earnings on Plan Investments	9,596,172	(3,855,784)
Total	\$ 13,585,398	\$ (5,306,999)

2016

	Deferred Outflows of Resources	Deferred Inflows of Resources
Pension Contributions Subsequent to Measurement Date	\$ 4,035,814	\$ -
Differences between Actual and Expected Experience	-	(491,717)
Changes in Assumptions	-	(1,906,976)
Net Differences between Projected and Actual Earnings on Plan Investments	4,598,899	(5,574,707)
Total	\$ 8,634,713	\$ (7,973,400)

Attachment A

NOTE 10 – DEFINED BENEFIT PENSION PLAN (Continued)

D. Pension Expenses and Deferred Outflows/Inflows of Resources Related to Pensions (Continued)

The \$3,870,883 and \$4,035,814 reported as deferred outflows of resources related to contributions subsequent to the measurement date will be recognized as a reduction of the net pension liability in the years ended June 30, 2018 and 2017, respectively. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pensions will be recognized as pension expense as follows:

Measurement Period Ended June 30	
2017	\$ 108,271
2018	184,653
2019	2,717,154
2020	<u>1,397,438</u>
Total	<u>\$ 4,407,516</u>

E. Payable to the Pension Plan

At June 30, 2017 and 2016, Santa Cruz METRO reported a payable of \$0 for the outstanding amount of contributions to the Plan required for the years ended June 30, 2017 and 2016.

NOTE 11 – DEFERRED COMPENSATION PLAN

Santa Cruz METRO offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457 and provisions of the Government Code of the State of California. The plan, available to all Santa Cruz METRO employees, permits them to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, or unforeseeable emergency. Santa Cruz METRO employees participate in two such plans, the Great-West Life and Annuity Insurance (Great-West) plan and the other through CalPERS.

At June 30, 2017 and 2016, all amounts held under the Great-West plan and the CalPERS plan are held in trust and are not reflected on the accompanying statements of net position as required under GASB Statement No. 27, *Accounting Standards for Pensions by State and Local Governmental Employers*.

Complete financial statements for Great-West can be obtained from Great-West at P.O. Box 173764, Denver, Colorado 80217-3764. Complete financial statements for CalPERS can be obtained from CalPERS at Lincoln Plaza North, 400 Q Street, Sacramento, California 94229.

NOTE 12 – RISK MANAGEMENT

Santa Cruz METRO is exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets, errors and omissions, and natural disasters for which Santa Cruz METRO carries commercial insurance. Santa Cruz METRO has also established limited risk management programs for workers' compensation, and general and vehicular liability, as described in Note 1.

Liabilities are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported (IBNR).

Attachment A

NOTE 12 – RISK MANAGEMENT (Continued)

The IBNR for workers' compensation was based on an actuarial study dated April 2016. Claim liabilities are calculated considering the effects of inflation, recent claim settlement trends including frequency and amount of payouts, and other economic and social factors. Changes in the balances of claims liabilities are as follows:

	<u>2017</u>	<u>2016</u>
Workers' Compensation Liabilities:		
Unpaid Claims, Beginning of Fiscal Year	\$ 3,239,794	\$ 4,403,314
Other Adjustments (Including IBNRs)	(530,114)	(1,832,581)
Claim Payments	<u>662,592</u>	<u>669,061</u>
Unpaid Claims Liability, End of Fiscal Year	<u>\$ 3,372,272</u>	<u>\$ 3,239,794</u>

NOTE 13 – TRANSPORTATION DEVELOPMENT ACT/CALIFORNIA CODE OF REGULATIONS

Santa Cruz METRO is subject to compliance with the TDA provisions; Sections 6634 and 6637 of the California Code of Regulations; and Sections 99267, 99268.1, and 99314.6 of the Public Utilities Code (PUC).

Section 6634

Pursuant to Section 6634, a transit claimant is precluded from receiving monies from the Local Transportation Fund (LTF) and the STA Fund in an amount which exceeds the claimant's operating costs, less fares, Federal funding and local support. Santa Cruz METRO did not receive TDA, STA, or LTF revenues in excess of the prescribed formula amounts.

Section 6637

Pursuant to Section 6637, a claimant must maintain its accounts and records in accordance with the Uniform System of Accounts and Records for Transit Operators adopted by the State Controller. Santa Cruz METRO did maintain its accounts and records in accordance with the Uniform System of Accounts and Records for Transit Operators.

Sections 99267, 99268.1, and 99314.6

Pursuant to the TDA, Santa Cruz METRO meets the 50% Expenditure Limitation required by PUC §99268 and does not use the Alternative Revenue Ratio to determine eligibility for TDA funds.

NOTE 14 – PUBLIC TRANSPORTATION MODERNIZATION, IMPROVEMENT, AND SERVICE ENHANCEMENT ACCOUNT (PTMISEA)

In November 2006, California voters passed a bond measure enacting the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, Proposition 1B. Of the \$19.925 billion of state general obligation bonds authorized, \$4 billion was set aside by the State, as instructed by the statute, as PTMISEA. These funds are available to the California Department of Transportation for intercity rail projects and to transit operators in California for rehabilitation, safety, or modernization improvements; capital service enhancements or expansions; new capital projects; bus rapid transit improvements; or for rolling stock procurement, rehabilitation, or replacement.

The audit of public transportation operator finances, pursuant to Section 99245 of the PUC and required under the TDA, was expanded to include verification of receipt and appropriate expenditure of PTMISEA bond funds.

Attachment A

NOTE 14 – PUBLIC TRANSPORTATION MODERNIZATION, IMPROVEMENT, AND SERVICE ENHANCEMENT ACCOUNT (PTMISEA) (Continued)

The Santa Cruz County Regional Transportation Commission (SCCRTC) is responsible for allocating the Proposition 1B PUC Section 99313 funds in Santa Cruz County. In December 2007, the SCCRTC programmed 100% of its share of Section 99313 Proposition 1B PTMISEA funds (approximately \$2.1 million) to Santa Cruz METRO for the Consolidated MetroBase Project. Funds audited include the SCCRTC share of PUC Section 99313 Proposition 1B transit funds that have been passed-through to Santa Cruz METRO.

During the fiscal year ended June 30, 2017, Santa Cruz METRO applied for and received proceeds of \$0 and earned interest of \$58,550 from the State's PTMISEA account for construction funding for the Consolidated MetroBase Project. During the fiscal year ended June 30, 2017, qualifying expenditures of \$2,969,299 were incurred and the remaining balance of \$4,620,335, including accrued interest, was deferred. Qualifying expenditures must be encumbered within three years from the date of the allocation and expended within three years from the date of encumbrance.

**Schedule of PTMISEA Proposition 1B Grants
For the Year Ended June 30, 2017**

	2017
Balance - beginning of the year	\$ 7,531,104
Receipts:	
Grant received	-
Interest accrued 7/1/2016 through 6/30/2017	58,550
Expenses:	
MetroBase Construction	(2,969,299)
Balance - end of year	\$ 4,620,355

During the fiscal year ended June 30, 2016, Santa Cruz METRO applied for and received proceeds of \$0 and earned interest of \$70,365 from the State's PTMISEA account for construction funding for the Consolidated MetroBase Project. During the fiscal year ended June 30, 2016, qualifying expenditures of \$5,386,487 were incurred and the remaining balance of \$7,531,104, including accrued interest, was deferred. Qualifying expenditures must be encumbered within three years from the date of the allocation and expended within three years from the date of encumbrance.

**Schedule of PTMISEA Proposition 1B Grants
For the Year Ended June 30, 2016**

	2016
Balance - beginning of the year	\$ 12,847,226
Receipts:	
Grant received	-
Interest accrued 7/1/2015 through 6/30/2016	70,365
Expenses:	
MetroBase Construction	(5,386,487)
Balance - end of year	\$ 7,531,104

Attachment A

NOTE 15 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS

Plan Description

Santa Cruz METRO provides post-retirement CalPERS medical benefits to qualified retired employees age 50 and older (including eligible dependents) who have completed at least five years of CalPERS eligible service. Santa Cruz METRO pays medical premiums depending on bargaining union and PEMHCA contract requirements. If the retiree has ten years of Santa Cruz METRO eligible service, Santa Cruz METRO provides post-retirement dental and vision benefits for qualified retirees (including eligible dependents), and life insurance for the retiree only, until the retiree reaches age 65. The costs of providing these benefits are recognized when paid. Santa Cruz METRO has recognized approximately \$3,116,390 and \$2,806,852 of expense for these benefits for the years ending June 30, 2017 and 2016, respectively.

Annual OPEB Cost and Net OPEB Obligation

Santa Cruz METRO's annual OPEB cost (expense) is calculated based on the annual required contribution (ARC) of the employer, an amount actuarially determined in accordance with the parameters of GASB Statement No. 45, *Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years. For fiscal years 2016-17 and 2015-16, Santa Cruz METRO's annual OPEB cost was \$9,160,521 and \$8,716,620, respectively. Santa Cruz METRO's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for the years ended June 30, 2017 and 2016, were as follows:

	2017	2016
Annual required contribution	\$ 9,507,715	\$ 8,953,360
Interest on net OPEB obligation	1,136,284	929,790
Adjustments to annual required contribution	(1,483,478)	(1,166,530)
Annual OPEB cost	9,160,521	8,716,620
Implicit subsidy	(788,133)	(747,406)
Contributions made	(3,116,390)	(2,806,852)
Change in net OPEB obligation	5,255,998	5,162,362
Net OPEB obligation - beginning of year	28,407,107	23,244,745
Net OPEB obligation - end of year	\$ 33,663,105	\$ 28,407,107

Year Ended June 30,	Annual OPEB Cost	Actual Employer Contributions	Percentage of Annual OPEB Cost Contributed	Net Ending OPEB Obligation
2014	\$ 6,823,903	\$ 2,358,759	34.57%	\$ 18,530,908
2015	\$ 7,201,292	\$ 2,487,455	34.54%	\$ 23,244,745
2016	\$ 8,716,620	\$ 2,806,852	32.20%	\$ 28,407,107
2017	\$ 9,160,521	\$ (3,116,390)	-34.02%	\$ 33,663,105

Attachment A

NOTE 15 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSION BENEFITS (Continued)

Funding Policy, Funded Status, and Funding Progress

Santa Cruz METRO's required contribution is based on pay-as-you-go financing requirements. For fiscal years 2016-17 and 2015-16, Santa Cruz METRO contributed \$3,116,390 and \$2,806,852, respectively, to the Plan.

As of June 30, 2015, the most recent actuarial valuation date, the projected actuarial accrued liability (AAL) for benefits was \$92,633,342, all of which was unfunded.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and probability about the occurrence of future events far into the future. Amounts determined regarding the funded status of a plan and the annual required contributions of Santa Cruz METRO are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future.

The schedule of funding progress, presented as required supplementary information following the notes to the basic financial statements, presents multiyear trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions

Calculations of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used are designed to reduce short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with long-term perspective of the calculations.

The actuarial assumptions used for rates of employee turnover, retirement, and mortality, as well as economic assumptions regarding healthcare inflation and interest were based on a standard set of actuarial assumptions modified as appropriate for Santa Cruz METRO. Turnover, mortality, and retirement rates were taken from the CalPERS actuarial table for miscellaneous employees, which closely match Santa Cruz METRO experience. Healthcare inflation rates are based on the general health care environment. Actual healthcare premiums through 2017 were used and then projected to increase in future years; a 7.50% increase is projected for 2018, with annual increases gradually declining until reaching a flat 4.50% annual increase for 2023 and all years later. The unfunded actuarial accrued liability is being amortized as a level percentage of payroll on a closed basis over 30 years from June 30, 2008, with 22 years remaining as of June 30, 2017.

NOTE 16 – SUBSEQUENT EVENTS

Subsequent events were evaluated by management through December 18, 2017, which is the date of issuance. Santa Cruz METRO entered into a lease/purchase agreement with Key Government Finance, Inc. on November 21, 2017 for the purchase of three CNG buses. The terms of the lease/purchase call for monthly payments of \$23,627 over a 72 month period beginning in December 2017, and include a 3.04% effective interest rate.

Attachment A

REQUIRED SUPPLEMENTARY INFORMATION

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT SCHEDULE OF CHANGES IN THE NET PENSION LIABILITY AND RELATED RATIOS FOR THE YEAR ENDED JUNE 30, 2017 LAST 10 YEARS*

	Measurement Period 2015/16	Measurement Period 2014/15	Measurement Period 2013/14
Total Pension Liability			
Service Cost	\$ 3,160,455	\$ 3,294,147	\$ 3,200,114
Interest on Total Pension Liability	11,775,833	11,234,261	10,709,850
Differences between Expected and Actual Experience	162,174	(414,257)	-
Changes in Assumptions	-	(2,564,554)	-
Changes in Benefits	-	-	-
Benefit Payments, Including Refunds of Employee Contributions	<u>(7,903,179)</u>	<u>(7,185,556)</u>	<u>(6,660,594)</u>
Net Change in Total Pension Liability	7,195,283	4,364,041	7,249,370
Total Pension Liability - Beginning	<u>156,141,654</u>	<u>151,777,613</u>	<u>144,528,243</u>
Total Pension Liability - Ending (a)	<u><u>\$ 163,336,937</u></u>	<u><u>\$ 156,141,654</u></u>	<u><u>\$ 151,777,613</u></u>
Plan Fiduciary Net Position			
Contributions - Employer	\$ 3,991,447	\$ 4,086,806	\$ 3,668,004
Contributions - Employee	1,603,071	1,645,356	1,573,391
Net Investment Income	608,702	2,493,939	16,262,179
Administrative Expense	(67,272)	(124,362)	-
Benefit Payments	<u>(7,903,179)</u>	<u>(7,185,556)</u>	<u>(6,660,594)</u>
Net Change in Plan Fiduciary Net Position	(1,767,231)	916,183	14,842,980
Plan Fiduciary Net Position - Beginning	<u>110,382,040</u>	<u>109,465,857</u>	<u>94,622,877</u>
Plan Fiduciary Net Position - Ending (b)	<u><u>\$ 108,614,809</u></u>	<u><u>\$ 110,382,040</u></u>	<u><u>\$ 109,465,857</u></u>
Net Pension Liability - Ending [(a) - (b)]	<u><u>\$ 54,722,128</u></u>	<u><u>\$ 45,759,614</u></u>	<u><u>\$ 42,311,756</u></u>
Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	66.50%	70.69%	72.12%
Covered-Employee Payroll	\$ 19,550,012	\$ 19,490,839	\$ 18,385,116
Net Pension Liability as a Percentage of Covered-Employee Payroll	279.91%	234.77%	230.14%

* Fiscal year 2015 was the 1st year of implementation; therefore, only three years are shown.

Notes to Schedule:

Benefit changes. In 2017, 2016, and 2015, there were no benefit changes.

Changes in assumptions. In 2017, 2016, and 2015, amounts reported as changes in assumptions resulted primarily from adjustments to expected retirement ages of miscellaneous employees.

Attachment A

**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
SCHEDULE OF CONTRIBUTIONS
FOR THE YEAR ENDED JUNE 30, 2017
LAST 10 YEARS***

	<u>Fiscal Year 2015-16</u>	<u>Fiscal Year 2014-15</u>	<u>Fiscal Year 2013-14</u>
Actuarially Determined Contributions	\$ 3,991,447	\$ 4,086,806	\$ 3,668,004
Contributions in Relation to the Actuarially Determined Contributions	<u>(3,991,447)</u>	<u>(4,086,806)</u>	<u>(3,668,004)</u>
Contribution Deficiency (Excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Covered-Employee Payroll	\$ 19,550,012	\$ 19,490,839	\$ 18,385,116
Contributions as a Percentage of Covered- Employee Payroll	20.42%	20.97%	19.95%

* Fiscal year 2015 was the 1st year of implementation; therefore, only three years are shown.

Attachment A

**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT
SCHEDULE OF FUNDING PROGRESS
OTHER POSTEMPLOYMENT BENEFITS
JUNE 30, 2017**

Supplementary information is intended to show the progress made towards funding benefit obligations. Required three-year supplemental information, available to date, for Santa Cruz METRO is as follows:

Actuarial Valuation Date*	Actuarial Value of Assets (a)	Actuarial Accrued Liability (AAL) Entry Age (b)	Unfunded AAL (UAAL) (b-a)	Funded Ratio (a/b)	Covered Payroll (c)	UAAL as a Percentage of Covered Payroll [(b - a)/c]
6/30/2011	\$ -	\$ 59,164,000	\$ 59,164,000	0.00%	\$ 15,925,000	371.52%
6/30/2013	-	72,397,782	72,397,782	0.00%	18,682,878	387.51%
6/30/2015	-	92,633,342	92,633,342	0.00%	22,889,000	404.71%

*Based on the latest actuarial valuation

Attachment A

SUPPLEMENTARY INFORMATION

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT STATEMENTS OF OPERATING EXPENSES FOR THE YEARS ENDED JUNE 30, 2017 AND 2016

	2017	2016
Labor		
Operators' salaries and wages	\$ 7,989,496	\$ 9,118,832
Other salaries and wages	6,938,437	7,389,571
Overtime	3,470,460	2,862,939
	18,398,393	19,371,342
Fringe Benefits		
Absence with pay	3,587,305	3,673,177
Pension plans	3,870,883	4,035,814
Vision, medical, and dental plans	10,379,365	10,221,768
Workers' compensation insurance	795,070	(494,459)
Disability insurance	321,079	335,184
Other fringe benefits	625,078	182,017
Other postemployment benefits	6,601,426	4,419,090
	26,180,206	22,372,591
Services		
Accounting	84,476	90,728
Administrative and banking	369,684	370,218
Professional and technical services	874,072	695,273
Security	490,351	484,187
Outside repairs	958,900	968,490
Other services	85,248	81,205
	2,862,731	2,690,101
Materials and Supplies Consumed		
Fuels and lubricants	1,808,694	1,920,348
Tires and tubes	184,066	244,067
Vehicle parts	780,545	880,917
Other materials and supplies	398,429	511,068
	3,171,734	3,556,400
Utilities	533,399	534,875
Casualty and Liability Costs	107,928	877,037
Taxes and Licenses	43,407	38,146
Purchased Transportation Services		
Paratransit	100,760	71,470
Miscellaneous Expenses	222,761	244,882
Equipment and Facility Lease	222,612	205,452
Depreciation		
Property acquired with operator funds	304,039	280,162
Property acquired by federal, state, or TDA funds	3,993,408	3,635,623
	4,297,447	3,915,785
Total Operating Expenses	\$ 56,141,378	\$ 53,878,081

Attachment A

OTHER SCHEDULES AND REPORTS

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS FOR THE YEAR ENDED JUNE 30, 2017

Federal Grantor / Pass-Through Grantor / Program or Cluster Title	Federal CFDA No.	Pass-Through Entity Identifying Number	Passed Through to Subrecipients	Total Federal Expenditures
U.S. DEPARTMENT OF TRANSPORTATION				
Direct Programs:				
Federal Transit Authority (FTA)				
Cluster Defined by the Department of Transportation				
Section 3/5309 Consolidation				
Pacific Station Expansion FY2006 (Design/Engineering)	20.500	CA-04-0021	\$ -	\$ 5,273
Section 9/5307				
Operating Assistance	20.507	CA-2016-018	-	6,286,136
Section 5339				
Bus & Bus Facilities	20.507	644908	-	287,980
LoNo Discretionary	20.507	1675-2017-3	-	78,275
			-	366,255
Section 18/5311-5317				
Rural Operating Assistance - 5311	20.509	64BO17-00429	-	168,738
Section 18/5310				
Caltrans FY 13/14 5310	20.513	SA-64AC16-00069	-	1,706
Total Expenditures of Federal Awards			\$ -	\$ 6,828,108

See accompanying notes to schedule of expenditures of federal awards.

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS FOR THE YEAR ENDED JUNE 30, 2017

NOTE 1 – GENERAL

The accompanying Schedule of Expenditures of Federal Awards presents the activity of all federal financial assistance programs of the Santa Cruz Metropolitan Transit District (Santa Cruz METRO). Federal financial assistance received directly from federal agencies, as well as federal financial assistance passed through other governmental agents, is included on the schedule.

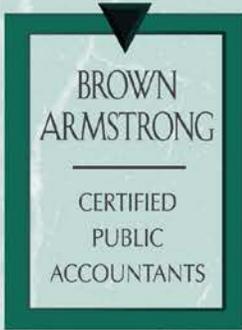
NOTE 2 – BASIS OF ACCOUNTING

The accompanying Schedule of Expenditures of Federal Awards has been prepared on the accrual basis of accounting. Federal capital grant funds are used to purchase property, plant, and equipment. Federal grants receivable are included in capital and operating grants receivable, which also includes receivables from state and local grant sources.

NOTE 3 – INDIRECT COST RATE

Santa Cruz METRO has elected not to use the 10 percent de minimis indirect cost rate allowed under the Uniform Guidance.

Attachment A



BROWN ARMSTRONG

Certified Public Accountants

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF BASIC FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

BAKERSFIELD OFFICE (MAIN OFFICE)

4200 TRUXTUN AVENUE
SUITE 300
BAKERSFIELD, CA 93309
TEL 661.324.4971
FAX 661.324.4997
EMAIL info@bacpas.com

FRESNO OFFICE

10 RIVER PARK PLACE
EAST SUITE 208
FRESNO, CA 93720
TEL 559.476.3592

LAGUNA HILLS OFFICE

23272 MILL CREEK DRIVE
SUITE 255
LAGUNA HILLS, CA 92653
TEL 949.652.5422

STOCKTON OFFICE

5250 CLAREMONT
AVENUE
SUITE 150
STOCKTON, CA 95207
TEL 209.451.4833

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the Santa Cruz Metropolitan Transit District (Santa Cruz METRO), as of and for the year ended June 30, 2017, and the related notes to the financial statements, which collectively comprise Santa Cruz METRO's basic financial statements, and have issued our report thereon dated December 18, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered Santa Cruz METRO's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Santa Cruz METRO's internal control. Accordingly, we do not express an opinion on the effectiveness of Santa Cruz METRO's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of Santa Cruz METRO's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Attachment A

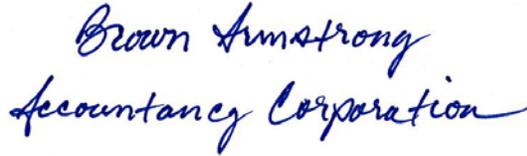
Compliance and Other Matters

As part of obtaining reasonable assurance about whether Santa Cruz METRO's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

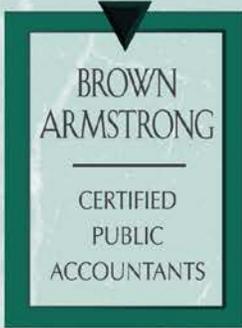
The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Santa Cruz METRO's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Santa Cruz METRO's internal control and compliance. Accordingly, this report is not suitable for any other purpose.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

A handwritten signature in blue ink that reads "Brown Armstrong Accountancy Corporation". The signature is written in a cursive, flowing style.

Bakersfield, California
December 18, 2017

Attachment A



BROWN ARMSTRONG

Certified Public Accountants

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

BAKERSFIELD OFFICE (MAIN OFFICE)

4200 TRUXTUN AVENUE
SUITE 300
BAKERSFIELD, CA 93309
TEL 661.324.4971
FAX 661.324.4997
EMAIL info@bacpas.com

FRESNO OFFICE

10 RIVER PARK PLACE
EAST SUITE 208
FRESNO, CA 93720
TEL 559.476.3592

LAGUNA HILLS OFFICE

23272 MILL CREEK DRIVE
SUITE 255
LAGUNA HILLS, CA 92653
TEL 949.652.5422

STOCKTON OFFICE

5250 CLAREMONT
AVENUE
SUITE 150
STOCKTON, CA 95207
TEL 209.451.4833

Report on Compliance for Each Major Federal Program

We have audited the Santa Cruz Metropolitan Transit District's (Santa Cruz METRO) compliance with the types of compliance requirements described in the U.S. Office of Management and Budget (OMB) *Compliance Supplement* that could have a direct and material effect on each of Santa Cruz METRO's major federal programs for the year ended June 30, 2017. Santa Cruz METRO's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Santa Cruz METRO's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Santa Cruz METRO's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Santa Cruz METRO's compliance.

Opinion on Each Major Federal Program

In our opinion, Santa Cruz METRO complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2017.

Attachment A

Report on Internal Control Over Compliance

Management of Santa Cruz METRO is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Santa Cruz METRO's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Santa Cruz METRO's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

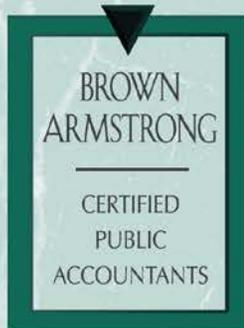
The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

A handwritten signature in blue ink that reads "Brown Armstrong Accountancy Corporation". The signature is written in a cursive, flowing style.

Bakersfield, California
December 18, 2017

Attachment A



BROWN ARMSTRONG

Certified Public Accountants

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE OVER FINANCIAL REPORTING BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH THE STATUTES, RULES, AND REGULATIONS OF THE CALIFORNIA TRANSPORTATION DEVELOPMENT ACT AND THE ALLOCATION INSTRUCTIONS AND RESOLUTIONS OF THE TRANSPORTATION COMMISSION

BAKERSFIELD OFFICE (MAIN OFFICE)

4200 TRUXTUN AVENUE
SUITE 300
BAKERSFIELD, CA 93309
TEL 661.324.4971
FAX 661.324.4997
EMAIL info@bacpas.com

FRESNO OFFICE

10 RIVER PARK PLACE
EAST SUITE 208
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TEL 949.652.5422

STOCKTON OFFICE

5250 CLAREMONT
AVENUE
SUITE 150
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TEL 209.451.4833

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

We have audited, in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the U.S. Office of Management and Budget (OMB) *Compliance Supplement*, the financial statements of the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) as of and for the year ended June 30, 2017, and have issued our report thereon dated December 18, 2017.

Compliance

As part of obtaining reasonable assurance about whether Santa Cruz METRO's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. Additionally, we performed tests to determine that allocations made and expenditures paid by Santa Cruz METRO were made in accordance with the allocation instructions and resolutions of the Transportation Commission and in conformance with the California Transportation Development Act. Specifically, we performed each of the specific tasks identified in the California Code of Regulations Sections 6666 and 6667 that are applicable to Santa Cruz METRO. In connection with our audit, nothing came to our attention that caused us to believe Santa Cruz METRO failed to comply with the statutes, rules, and regulations of the California Transportation Development Act and the allocation instructions and resolutions of the Transportation Commission. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion.

Also as part of our audit, we performed tests of compliance to determine whether certain state funds were received and expended in accordance with the applicable bond act and state accounting requirements.

Other Matters

In November 2006, California voters passed a bond measure enacting the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006 (Proposition 1B). Of the \$19.925 billion of state general obligation bonds authorized, \$4 billion was set aside by the State as instructed by statute as the Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA). These funds are available to the California Department of

Attachment A

Transportation for intercity rail projects and to transit operators in California for rehabilitation, safety, or modernization improvements; capital service enhancements or expansions; new capital projects; bus rapid transit improvements; or for rolling stock procurement, rehabilitation, or replacement.

During the fiscal year ended June 30, 2017, Santa Cruz METRO received \$0 from the State's PTMISEA funds. As of June 30, 2017, PTMISEA interest received and funds expended were verified in the course of our audit as follows:

Schedule of PTMISEA Proposition 1B Grants For the Year Ended June 30, 2017

	<u>2017</u>
Balance - beginning of the year	\$ 7,531,104
Receipts:	
Grant received	-
Interest accrued 7/1/2016 through 6/30/2017	58,550
Expenses:	
MetroBase Construction	<u>(2,969,299)</u>
Balance - end of year	<u>\$ 4,620,355</u>

The results of our tests indicated that, with respect to the items tested, Santa Cruz METRO complied, in all material respects, with the provisions referred to in the preceding paragraph. With respect to items not tested, nothing came to our attention that caused us to believe that Santa Cruz METRO had not complied, in all material respects, with those provisions.

Purpose of this Report

The purpose of this report is solely to describe the scope of our internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Santa Cruz METRO's internal control or on compliance. Accordingly, this report is not suitable for any other purpose.

This report is intended solely for the information and use of management and the Board of Directors of Santa Cruz METRO, the California Department of Transportation, the State Controller's Office, and officials of applicable grantor agencies. However, this report is a matter of public record and its distribution is not limited.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION



Brown Armstrong
Accountancy Corporation

Bakersfield, California
December 18, 2017

Attachment A

FINDINGS AND QUESTIONED COSTS SECTION

Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT SCHEDULE OF FINDINGS AND QUESTIONED COSTS JUNE 30, 2017

I. Summary of Auditor's Results

Financial Statements

Type of auditor's report issued: Unmodified

Internal control over financial reporting:

Material weakness identified? Yes No

Reportable conditions identified that are not considered to be material weaknesses? Yes None reported

Noncompliance material to financial statements noted? Yes No

Federal Awards

Internal control over major federal programs:

Material weakness identified? Yes No

Reportable conditions identified that are not considered to be material weaknesses? Yes None reported

Type of auditor's report issued on compliance for major programs: Unmodified

Any audit findings disclosed that are required to be reported in accordance with the Uniform Guidance? Yes No

Identification of major programs:

CFDA Number(s)

Name of Federal Program or Clusters

20.500

Federal Transit Capital Investment Grants – Section 3

20.507

Federal Transit Formula Grants – Section 9

Dollar threshold used to distinguish type A and B programs: \$750,000

Auditee qualified as low risk auditee? Yes No

II. Findings Relating to Financial Statements Required Under Generally Accepted Government Auditing Standards

None.

III. Federal Award Findings and Questioned Costs

None.

Attachment A

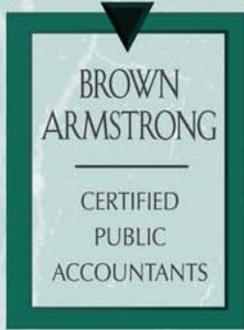
IV. State Award Findings and Questioned Costs

None.

V. A Summary of Prior Audit (all June 30, 2016) Findings and Current Year Status Follows

None.

Attachment B



BROWN ARMSTRONG

Certified Public Accountants

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

We have audited the financial statements of Santa Cruz Metropolitan Transit District (Santa Cruz METRO) for the year ended June 30, 2017. Professional standards require that we provide you with information about our responsibilities under auditing standards generally accepted in the United States of America, *Government Auditing Standards*, and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated June 22, 2017. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Santa Cruz METRO are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2017. We noted no transactions entered into by Santa Cruz METRO during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting Santa Cruz METRO's financial statements were:

Management's estimate of the useful lives of capital assets for purposes of calculating annual depreciation expense to be reported in Santa Cruz METRO's results of operations. Estimated useful lives range from three to thirty-nine years. We evaluated the key factors and assumptions used to develop the estimates of the useful lives of assets in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's estimate of the future pension and other postemployment benefits (OPEB) are based on actuarial valuations that involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. We evaluated the key factors and assumptions used to develop the pension and other postemployment benefits valuation in determining that it is reasonable in relation to the financial statements taken as a whole.

BAKERSFIELD OFFICE (MAIN OFFICE)

4200 TRUXTUN AVENUE
SUITE 300
BAKERSFIELD, CA 93309
TEL 661.324.4971
FAX 661.324.4997
EMAIL info@bacpas.com

FRESNO OFFICE

10 RIVER PARK PLACE
EAST SUITE 208
FRESNO, CA 93720
TEL 559.476.3592

LAGUNA HILLS OFFICE

23272 MILL CREEK DRIVE
SUITE 255
LAGUNA HILLS, CA 92653
TEL 949.652.5422

STOCKTON OFFICE

5250 CLAREMONT
AVENUE
SUITE 150
STOCKTON, CA 95207
TEL 209.451.4833

Attachment B

Management's estimate of the accrued claims is based upon management's past experience and expected useful life. We evaluated the key factors and assumptions used to develop the accrued claims in determining that it is reasonable in relation to the financial statements taken as a whole.

Management's estimate of net pension liability (NPL) and related items are based on actuarial valuation, which involves estimates of the value of reported amounts. We evaluated the key factors and assumptions used to develop the NPL and related items in determining that it is reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were:

The disclosures of capital assets, OPEB, unpaid claims, and NPL and related items as described above.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. There were no such misstatements.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated December 18, 2017.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to Santa Cruz METRO's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as Santa Cruz METRO's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the Schedule of Changes in the NPL and Related Ratios, Schedule of Contributions, and Schedule of Funding Progress – OPEB, which are required supplementary information (RSI) that supplements the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

Attachment B

We were engaged to report on supplementary information, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

Restriction on Use

This information is intended solely for the information and use of the Board of Directors and management of Santa Cruz Metropolitan Transit District and is not intended to be, and should not be, used by anyone other than these specified parties.

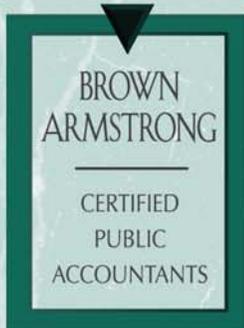
BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

*Brown Armstrong
Accountancy Corporation*

Bakersfield, California
December 18, 2017

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Attachment C



BROWN ARMSTRONG

Certified Public Accountants

AGREED UPON CONDITIONS DESIGNED TO INCREASE EFFICIENCY, INTERNAL CONTROLS AND/OR FINANCIAL REPORTING

To the Board of Directors
Santa Cruz Metropolitan Transit District
Santa Cruz, California

We have audited the basic financial statements of the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) for the year ended June 30, 2017, and have issued our report thereon dated December 18, 2017. In planning and performing our audit of the basic financial statements of Santa Cruz METRO, we considered its internal control structure over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Santa Cruz METRO's internal control. Accordingly, we do not express an opinion on the effectiveness of Santa Cruz METRO's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of Santa Cruz METRO's financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

During our audit we became aware of a matter that is an opportunity for strengthening of internal controls and operations efficiency. The recommendation listed in this report summarizes the comment and suggestion regarding this matter.

Current Year Agreed Upon Condition and Recommendation

Agreed Upon Condition 1 – Passenger Sales

Condition:

All fixed route tickets for Santa Cruz METRO are electronically activated and issued by a GFI Printer Encoder Machine (PEM) or through a GFI Ticket Vending Machine (TVM) and are created on-demand; no pre-printed validated fixed route ticket stock is held in inventory by Santa Cruz METRO. During our walkthrough of the cash receipts process at the Pacific Station, we noted that ticket sales revenue reports did not reconcile to sales figures from the GFI Vendstar Information (VIP) PEM sales

Attachment C

reports. Although reconciliation procedures are performed for ticket sales at the Infobooth, Santa Cruz METRO does not perform routine ticket reconciliations that provide assurance that all tickets that are activated and issued through all PEMs are accurately tracked and accounted for in the weekly Bus Pass Program Bank Deposit Recap report.

Criteria:

In accordance with Governmental Accounting Standards, internal controls should be designed to provide reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, or compliance with applicable laws and regulations.

Cause of Condition:

Procedures are not in place to reconcile all ticket sales to the VIP PEM sales reports. Additionally, we noted in our review of VIP PEM Sales Summary reports that some of these VIP system-generated sales reports were not consistent, accurate, or complete. In the course of our walkthrough, it was discussed that if a PEM is not networked or correctly configured, a GFI VIP-generated report does not pick up ticket sales; therefore, it will not report the correct amount of revenue.

Potential Effects:

Failure to reconcile ticket sales to the system-wide VIP PEM sales reports increases the opportunity for misappropriation of Santa Cruz METRO assets without detection. The absence of performing routine ticket reconciliations also provides an opportunity for errors to occur that may go undetected. Consequently, there is a lack of assurance that all ticket sales are accurately reported.

Recommendation:

We recommend management establish and implement policies and procedures for routine and periodic system-wide ticket reconciliations.

Views of Responsible Officials:

Management agrees with the recommendation. Customer Service staff will draft new ticket-related procedures to reconcile all PEM ticket sales reported in the VIP system to ticket revenue collected on a daily and weekly basis. Our Information Technology (IT) department will work with Genfare to troubleshoot and remedy the programming and configuration issues with all PEMs and the VIP application in order to ensure that the ticket sales reporting function is consistently accurate and reliable.

Agreed Upon Condition 2 – Paracruz Transit Ticket

Condition:

Although fixed route bus tickets for Santa Cruz METRO are electronically issued on-demand, paratransit (Paracruz) ride tickets are sequentially numbered, pre-printed coupons that are held in inventory. Paracruz coupon purchases at the Infobooth require hand-written receipts be issued by Customer Service staff. Paracruz coupon sales are also manually recorded and tracked by staff on a sales log. Periodic ticket stock reconciliations are performed to track the Paracruz coupon serial numbers sold out of inventory.

Criteria:

In accordance with Governmental Accounting Standards, internal controls should be designed to provide reasonable assurance of achieving effective and efficient operations, reliable financial and performance reporting, or compliance with applicable laws and regulations.

Cause of Condition:

The fare media of the fixed route bus service and the paratransit ride service are managed through two separate ticketing systems – one electronic/automated, the other manual.

Attachment C

Potential Effects:

A manual system for tracking paratransit fare media is time-consuming and subject to errors. Maintaining ticket stock on hand requires periodic inventory counts and safeguard measures. The performance of routine ticket reconciliations from hand-written manual logs provides an opportunity for errors to occur that may go undetected.

Recommendation:

In order to create efficiencies and reduce the likelihood of error, we recommend that Santa Cruz METRO consider converting the Paracruz manual ticketing system to the electronic ticketing system used by fixed route, so that all fare media for Santa Cruz METRO be automated and monitored under the same electronic ticketing system.

Views of Responsible Officials:

Management agrees with the recommendation. Staff is in the process of designing and developing Paracruz tickets that can be electronically generated through the GFI Printer Encoder Machines (PEMs) so that paratransit ticket sales can be tracked through the GFI VIP.

Status of Prior Year Agreed Upon Condition and Recommendation

None.

This information is intended solely for the use of the Board of Directors and management of Santa Cruz METRO and should not be used for any other purpose. However, this report is a matter of public record, and its distribution is not limited.

BROWN ARMSTRONG
ACCOUNTANCY CORPORATION

*Brown Armstrong
Accountancy Corporation*

Bakersfield, California
December 18, 2017

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DATE: January 26, 2018
TO: Board of Directors
FROM: Jolene Church, Human Resources Manager
SUBJECT: APPROVE THE PROPOSED REVISED JOB DESCRIPTION FOR THE ASSISTANT HUMAN RESOURCES MANAGER

I. RECOMMENDED ACTION

That the Board of Directors approve the proposed revised job description for the Assistant Human Resources Manager position

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) has a vacancy for the Assistant Human Resources Manager.
- State and Federal compliance in the areas of random drug testing, workers compensation claims processing, and medical leaves processing place high demands on the Human Resources Department.
- It is imperative that METRO attract a seasoned Human Resources professional with proficiency in human resources management to maintain compliance with State and Federal agencies.
- The existing job description was outdated and required changes to attract candidates.
- Changes were made to reflect industry and regulatory changes to align the knowledge, skills, and abilities of the position with the needs of METRO.

III. DISCUSSION/BACKGROUND

Currently METRO has a vacancy for an Assistant Human Resources Manager. The position was filled with a provisional employee in March of 2017 to help maintain compliance of State and Federal programs during the recruitment of the new Human Resources Manager.

The Human Resources Department handles the administration of benefits, recruitments, classification/compensation, medical leaves (Family Medical Leave Act, California Family Rights Act), mandated Department of Transportation (DOT) drug and alcohol testing, Workers Compensation, employee relations, collective bargaining, and all employee employment transactions (pay, benefits, discipline, and development).

Compliance with State and Federal law and mandates in the areas of labor law, Equal Employment Opportunity (EEO), and DOT are of paramount importance at METRO. The complexities involved in labor law, collective bargaining, and safety sensitive employees, as well as continual changes to labor law make it imperative that METRO attract a savvy Human Resources professional.

To better align the Human Resources needs of the organization with the knowledge, skills, and abilities required for the job of the Assistant Human Resources Manager, Human Resources has revised the existing job description. The revisions should enable METRO to accurately communicate the requirements of the Assistant Human Resources Manager with potential candidates.

The proposed revisions were a result of reviewing the Human Resources administrative and operational needs of METRO. This will help METRO attract the right human resources professional with the needed skill set for the job.

Staff recommends approval of the revised job description, which will enable the Human Resources Department to conduct a competitive recruitment for the Assistant Human Resources Manager.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The Assistant Human Resources Manager position is funded in the FY18 Human Resources Department budget. The position funding in the amount of approximately \$126,000 is included in the current FY18 Human Resources Department budget.

V. ALTERNATIVES CONSIDERED

The current job description may limit the pool of candidates that METRO may attract during a competitive recruitment for the Assistant Human Resources Manager because the knowledge, skills, and abilities (KSA's) are out of alignment with the KSA's needed to address the human resources needs of a transportation provider. Not revising the job description may inhibit METRO's ability to successfully recruit for this position.

VI. ATTACHMENTS

Attachment A: Proposed Revised Assistant Human Resources Manager Job Description

Attachment B: Current Assistant Human Resources Manager Job Description

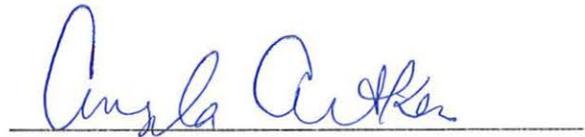
Prepared By: Jolene E. Church, Human Resources Manager

VII. APPROVALS:

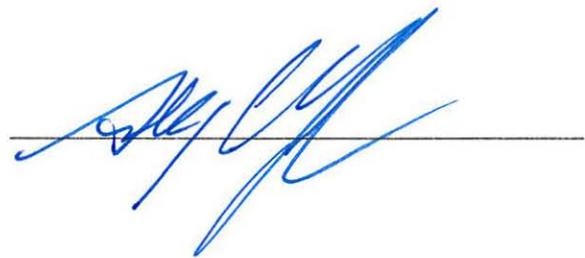
Jolene E. Church, HR Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

Class Code: 1400-OA55

FLSA Status: Exempt

Assistant Human Resources Manager

Bargaining Unit: Management

DEFINITION:

Under general direction, assists the Human Resources Director in planning, managing, coordinating and overseeing assigned Human Resources operations, activities, programs, and personnel for Santa Cruz METRO. This is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department.

DISTINGUISHING CHARACTERISTICS:

The Assistant Human Resources Manager is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Receives direction from the Human Resources Director. Exercises general direction over professional, para-professional, and clerical staff.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Manages and provides administrative direction for human resources functions including recruitment and selection, training and development, classification, compensation, benefits, or employee/labor relations.
- Ensures the timely, accurate, and professional delivery of organizational-wide human resources programs and activities.
- Hires, trains, supervises, and monitors the performance of personnel.
- Ensures staff compliance with departmental policies, procedures, and regulations governing human resources activities.
- Develops and implements goals, objectives, policies, and procedures for human resources functions.
- Interprets and explains human resources policy and procedural decisions to Santa Cruz METRO departments, management personnel, and employees.
- Provides assistance to Santa Cruz METRO departments in resolving human resource issues; recommends and assists in implementing corrective courses of action.
- Oversees the confidential processing and maintenance of employee payroll/personnel records and the human resources records management system.
- May review and approve personnel actions pertaining to Santa Cruz METRO's employees for processing.
- Monitors compliance with MOU's Personnel Policies and Procedures and Salary Resolution; may authorize continued temporary staffing in excess of established limits.
- Manages and coordinates Santa Cruz METRO's recruitment and selection process including developing and implementing recruiting strategies.
- Supervises and coordinates the administration of Santa Cruz METRO's employee benefits program.
- Administers and maintains human resource systems and technology.
- Develops specialized management reports for internal and external customers.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

- Gathers information, prepares, submits, and maintains a variety of departmental reports.
- Provides assistance in preparing and administering departmental budget.
- Serves as Human Resources Director in his/her absence and performs related duties.
- Oversees the agency's Drug and Alcohol Testing program.
- Oversees the agency's Worker's Compensation and Medical Leave programs.
- Performs other duties as assigned.
- Perform as a hand on "working" manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing Santa Cruz METRO's personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Principles of office organization and management.
- Impact of labor market conditions and socio-economic issues on recruitment and employment.
- Modern office practices, procedures, and equipment, including microcomputers and applicable software applications.
- Principles and practices of budget preparation and administration.
- Principles and practices of supervision and performance appraisal.
- Applicable federal, state, and local laws, regulations, and ordinances.

Ability to:

- Administration of assigned areas of human resources operations, activities, and programs.
- Assist in ensuring compliance with regulations governing human resources activities.
- Effective communicate both orally and in writing.
- Establish and maintain effective working relationships with staff, Santa Cruz METRO departments, Board and Union officials, outside agencies, and the general public.
- Provide assistance in administering budgets and monitoring expenditures.
- Supervise, lead, and delegate tasks and authority.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education: Equivalent to a Bachelor's degree from an accredited college or university with major study in business or public administration or a closely related field.

AND

Five (5) years professional experience in human resources, business or public administration experience, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a public organization is preferred.

Note: Previous HR experience in the public sector and a Master's Degree is desirable.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Professional (CP) or Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

- *Adopted: November 2017
- *BOD Approved: 00-00-00
- *Revised: 00-00-00
- *Job Family: Professional – Human Resources

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Attachment B



ASSISTANT HUMAN RESOURCES MANAGER

DEFINITION

Under direction, assists the manager in planning, organizing, administering, coordinating and directing Human Resources Department functions including: Equal Employment Opportunity; recruitment and merit examination; classification and compensation; labor relations; employee insurance and benefit programs; workers' compensation; and employee training; conducts research and analysis; supervises assigned staff; and performs other related duties as assigned.

EXAMPLE OF DUTIES

Assists in writing and administering the District's Equal Employment Opportunity Plan including compliance monitoring and community outreach and may be designated as the District's Equal Employment Opportunity Officer.

Performs labor relations activities including investigating and resolving employee grievances and discrimination complaints; negotiations preparation and participation; and assisting department supervisors and managers in employee relations.

Provides professional, analytical and administrative support to the Human Resources Department Manager. Assists the Department Manager in the development of the departmental budget. Acts in the absence of the Human Resources Manager.

Performs job analysis, evaluation, and classification studies; writes classification specifications and conducts compensation surveys; and compiles and analyzes compensation data; and makes recommendations and presentations.

Provides supervision and guidance over the recruitment, testing, merit selection, record management, employee insurance and benefits, and workers' compensation functions. May prepare proposals, bids, specifications and technical documents.

Participates in selection of staff; trains and evaluates staff; assigns and reviews work. Recommends improvements to the department's operations and systems.

Performs research and analysis for a variety of human resources programs and projects. Stays current on state and federal regulations affecting public sector human resources. Develops, revises, analyzes and interprets human resources policies and procedures. Conducts research and analyses for management activities, recommendations, programs and projects; and makes written and oral presentations.

Develops and conducts recruitment activities, examination development and test administration, and certify eligibility lists to the appointing departments.

Attachment B

Prepares and reviews a variety of human resources documents, reports and correspondence.

Provides administrative and technical advice and assistance to department supervisors and managers regarding human resource management.

EMPLOYMENT STANDARDS

Knowledge of:

- Principles and practices of labor laws and employee relations.
- Applicable state and federal laws and regulations.
- Recruitment and selection techniques including merit principles.
- Principles of Equal Employment Opportunity and DFEH/EEOC regulations.
- Principles and practices of workers' compensation and employee benefits.
- Principles and practices of effective supervision, motivation, performance evaluation, progressive discipline and grievance resolution.
- Research and analysis methodologies including Job analysis and statistical analysis.
- Principles and operation of management information systems

Ability to:

- Act as a facilitator in resolving employee relations problems.
- Prepare and present both oral and written comprehensive and concise reports and recommendations.
- Interpret and apply laws, regulations, labor agreements, policies and procedures.
- Plan and coordinate the implementation of new procedures and projects.
- Develop and maintain effective human resources systems, programs and procedures.
- Operate an office computer including word processing and applicable software.
- Establish and maintain effective working relationship with employees and the public.

Training and Experience

Any combination of training and experience equivalent to:

Bachelor's degree from an accredited college in public or business administration, industrial psychology, or related field. Experience which demonstrates substantial knowledge and abilities pertinent to specific job functions may be substituted for the education on a year-for-year basis.

AND

Four years professional experience in human resources administration including one year supervision.



DATE: January 26, 2018
TO: Board of Directors
FROM: Jolene Church, Human Resources Manager
SUBJECT: REVISED JOB DESCRIPTION FOR THE SAFETY, SECURITY AND RISK MANAGER

I. RECOMMENDED ACTION

That the Board of Directors approve the proposed revised job description for the Safety, Security and Risk Manager position

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) has a vacancy for a Safety, Security and Risk Manager.
- Following the resignation of the prior Safety and Risk Manager, an evaluation of the position responsibilities was undertaken and the job description revised.
- It is imperative that METRO attract a highly-skilled safety and risk professional.
- The existing job description was outdated and required changes to attract candidates.
- Changes were made to reflect industry and regulatory changes to align the knowledge, skills, and abilities of the position with the needs of METRO.

III. DISCUSSION/BACKGROUND

Currently Santa Cruz Metropolitan Transit District (METRO) has a vacancy for a Safety, Security and Risk Manager. This position has been vacant for more than 18 months.

The Risk Management Department is currently staffed by one person, a Safety Specialist, whose primary role is in the area of claims administration and safety training. For the past 18 months, the Safety Specialist has been reporting directly to the CEO/General Manager.

Building a culture of safety and risk mitigation is of paramount importance at METRO. With increased regulations and steeper penalties imposed by state and federal agencies such as CAL-OSHA, the Department of Transportation and the Federal Transportation Commission for safety violations and non-compliance, it is imperative that METRO attract a highly-skilled safety and risk professional. To

better align the safety needs of the organization with the knowledge, skills, and abilities required for the job of Safety, Security and Risk Manager, Human Resources has revised the existing job description. The revisions should enable METRO to accurately communicate the requirements of the Safety, Security and Risk Manager with potential candidates.

The proposed revisions were a result of reviewing the safety and risk needs of METRO and comparing the knowledge, skills, and abilities required at peer agencies to better align with our peers. This will help METRO attract the right safety and risk professional with the needed skill set for the job.

Staff recommends approval of the revised job description, which will enable the Human Resources Department to conduct a competitive recruitment for this much needed safety and risk position.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The Safety, Security and Risk Manager position is funded in FY18 current fiscal year's Risk Management Department budget. The position funding in the amount of approximately \$117,000 is included in the current FY18 Risk Management Department budget.

V. ALTERNATIVES CONSIDERED

The current job description may limit the pool of candidates that METRO may attract during a competitive recruitment for the Safety, Security and Risk Manager because the knowledge, skills, and abilities (KSAs) are out of alignment with our peers and the KSAs needed to address the safety and risk needs of a public transportation provider. Not revising the job description may inhibit METRO's ability to successfully recruit for this position.

VI. ATTACHMENTS

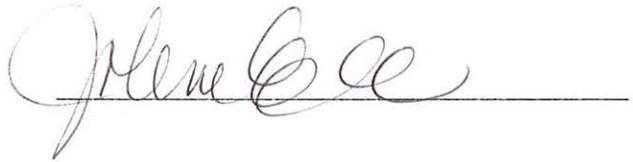
Attachment A: Proposed Revised Safety, Security and Risk Manager Job Description

Attachment B: Current Safety, Security and Risk Manager Job Description

Prepared By: Jolene E. Church, Human Resources Manager

VII. APPROVALS:

Jolene E. Church, HR Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

Class Code: 1800-P100
FLSA Status: Exempt

Safety, Security, and Risk Manager Management

DEFINITION:

Under the direction of the CEO/General Manager, the Safety, Security, and Risk Manager is responsible for management and oversight of the Risk Department and its functions. This position plans, organizes, implements and administers occupational, environmental, and industrial safety programs, security and risk management programs, processes, policies and procedures; oversees security and emergency preparedness functions; enforces Santa Cruz METRO rules and regulations at Santa Cruz METRO facilities and fleet; conducts system safety, security and risk assessments; coordinates security and emergency response protocols; and provides reports and updates to the CEO regarding safety, security and risk management related issues.

Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Safety, Security, and Risk Manager is the executive level classification in the Safety, Security, and Risk Department. The Safety, Security, and Risk Manager is responsible for the administration of all occupational safety, security, injury prevention, and risk programming for Santa Cruz METRO.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Develops and implements safety programs and processes by researching federal, state and local safety regulations, including but not limited to Federal Transit Administration (FTA) Rules and Guidelines, Fed/OSHA and Cal/OSHA Regulations, Cal/EPA and APTA best practices.
- Consults with Santa Cruz METRO department leaders in the formation of and adherence to safety, security and emergency management programs and initiatives.
- Develops and implements programs that ensure the personal safety of transit passengers and Santa Cruz METRO employees, the protection of Santa Cruz METRO property against theft and vandalism, and the control of access to facilities.
- Develops, implements, evaluates and ensures adherence to Santa Cruz METRO security policies, programs, and procedures to ensure that activities are in accordance with Santa Cruz METRO goals.
- Creates, maintains and updates all required safety plans such as the FTA Safety Management System (SMS) and the OSHA Injury and Illness Prevention Program (IIPP)
- Monitors all transit safety and security information provided by the Department of Homeland Security
- Oversees, directs and monitors contracts of contracted security services, including the development of Post Orders and the training and retraining of security personnel.
- Coordinates national and local crisis management and incident response protocols.
- Performs as Public Information Officer during emergency situations.
- Oversees the Risk Department's record keeping procedures, including surveillance recordings retention.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

- Directs and supervises Risk Department staff and oversees work as required; develops departmental budget; monitors department expenditures; directs staff; conducts performance evaluations; sets performance goals and objectives; provides training, guidance, coaching and counseling to staff; assigns and monitors tasks.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Design, plan, develop, and conduct a safety education and training program; recommend and participate in the development and implementation of goals, objectives, policies, and procedures; identify resource needs and work with department management to develop a safety strategic plan for Santa Cruz METRO and to ensure Cal-OSHA compliance.
- Provide quarterly statistics regarding frequency and severity rates for both industrial and vehicle accidents; assist in identifying areas for improvement and recommend appropriate course of action.
- Direct and coordinate the Injury & Illness Prevention Program; audit and maintain a record keeping system of program activities; present reports to appropriate staff to address deficiencies and address mitigation.
- Investigate and analyze incident reports and complaints involving work related accidents, injuries, and illnesses; provide analyses and recommendations for corrective/preventative action.
- Develop and implement safety audit programs to identify recognized safety and health hazards, site vulnerability assessments, and emergency preparedness; recommend and coordinate proactive and corrective actions; conduct independent audits of department facilities/work locations to ensure compliance and identify potential safety hazards and/or unsafe working conditions; recommend mitigation measures; research, evaluate, and recommend the purchase of safety equipment.
- Oversee mandatory random drug/alcohol testing of department employees.
- Assist with safety and fire inspections of the department's facilities with insurance carriers as needed; accompany regulatory agency personnel on investigation and enforcement inspections.
- Maintain records including safety meeting minutes, attendance at training classes, tailgate meetings, and other records to demonstrate compliance to mandated safety requirements.
- Work within budgeted safety program funding and forecast any additional funds needed for equipment, materials, training and supplies; recommend adjustments as necessary.
- Develop and manage contracts for vendors to conduct safety training for departmental staff.
- Leads all management and labor safety discussions and meetings
- Serves as Santa Cruz METRO's liaison to the County Emergency Management Council (EMC)
- Responsible for establishing, maintaining and updating the Santa Cruz METRO Emergency Operations Center (EOC)
- Performs/oversees the accident/incident reporting functions for CalTIP
- Represents the Agency in all small claims and restraining order court actions
- Represent Santa Cruz METRO effectively with other agencies; maintain awareness of new trends and developments in the field of safety and health as well as new Cal/OSHA regulations and requirements; incorporate new developments as appropriate.
- Performs minimum quarterly safety and inspections of all Santa Cruz METRO facilities
- Performs other duties as assigned.
- Perform as a hands on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of safety program administration.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

- Cal-OSHA regulations, legal processes, liability, and risk assessment, pertinent federal, state, and local laws, codes, and regulations, including all FTA safety and security regulations.
- Principles of industrial hygiene, ergonomics, toxicology, and the health effects of chemical exposure.
- Practices of fire prevention and protection.
- Investigative techniques.
- Familiarity with the FTA Rules and Guidelines, Fed/OSHA and Cal OSHA, Cal EPA and APTA industry best practices, codes, hazards, equipment, work methods, and safety practices.
- Requirements for the commercial operation of buses and heavy equipment.
- FEMA process, procedures, and/or reporting and disaster preparedness.
- Principles, practices, and techniques of comprehensive industrial and transit system safety programs.
- Principles, practices and techniques of security protection for buildings, grounds, and public transit systems.
- Safe work methods and safety regulations pertaining to hazardous materials at an accident/incident site.
- Budget management principles and practices.
- Emergency incident management and coordination with police, fire, and other emergency services.

Ability to:

- Effectively design, develop, implement and administer a comprehensive safety training and injury prevention program for the Risk Department.
- Develop and oversee the emergency preparedness plan and site vulnerability assessments.
- Read, analyze and interpret laws and regulations.
- Analyze records and develop recommendations; prioritize risks.
- Foresee accident-causing conditions and develop proactive prevention measures.
- Effectively communicate both orally and in writing program priorities, present ideas, manage conflict, and gain agreement.
- Monitor and determine effectiveness of safety and health processes.
- Create and maintain an effective record keeping system.
- Participate in both short and long range budget goals.
- Establish and maintain effective working relationships with those contacted in the course of work including vendors.
- Accurately outline scope of work for contract; manage safety related contracts.
- Represent the department and make effective presentations for board, council, and other stakeholders.
- Understand and apply laws and administrative policies and procedures in the evaluation of routine property and liability insurance claims.
- Learn safety management of FTA, OSHA, FRA and CPUC.
- Investigate accident, scenes, analyze events and draw sound conclusions, recommend settlement on property and liability claims.
- Define problem areas, evaluate, recommend and implement solutions to complex issues and problems.
- Prepare and present comprehensive documents, charts, reports and correspondence.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

members of the public.

- Ability to speak before and facilitate discussions with large, diverse groups of people.
- Serve as the spokesperson for the agency in emergency situations and represent Santa Cruz METRO in a professional and courteous manner.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in Business, Public Administration, Environmental or Occupational Health and/or Safety, Criminal Justice, or a closely related field.

AND

Four (4) years professional experience in a safety role preferable within a transportation agency including two (2) years supervisory experience, preferably in a public agency.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

Additional training and experience preferred:

- Occupational Safety and Health Certification – OSHA511, 521
- Advanced Safety and Health Certificate (CSUDH)
- National Incident Management System (NIMS) courses – IS-00700a, IS-00200a, IS-00100a

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Fluency in Spanish is preferred.
- Available for emergency duty 24 hours a day, seven days a week, including holidays.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.



Attachment A

HUMAN RESOURCES DEPARTMENT

Santa Cruz METRO

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in a variety of environments, from an office environment where the noise level is usually quiet, to the bus yard or maintenance shop where noise levels may be high. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

- *Adopted: November 2017
- *BOD Approved: 00-00-00
- *Revised: 00-00-00
- *Job Family: Professional – Risk

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Attachment B



SAFETY, SECURITY, AND RISK MANAGER

DEFINITION

Under the direction of the CEO/General Manager is responsible for management and oversight of the Risk Department and its functions. This position plans, organizes, implements and administers occupational, environmental, and industrial safety programs, security and risk management programs, processes, policies and procedures; oversees security and emergency preparedness functions; enforces METRO rules and regulations at METRO facilities and fleet; conducts system safety, security and risk assessments; coordinates security and emergency response protocols; and provides reports and updates to CEO and/or District Counsel regarding safety, security and risk management related issues. Performs other related duties as assigned.

EXAMPLES OF DUTIES

Develops and implements safety programs and processes by researching federal, state and local safety regulations, including but not limited to Federal Transit Administration (FTA) Rules and Guidelines, Fed/OSHA and Cal/OSHA Regulations, Cal/EPA and APTA best practices.

Develops corrective action plans and follows up with departments through completion, prepares reports and analysis on safety issues.

Directs investigation of field safety and accidents which includes inspecting facilities, infrastructure, bus stops, vehicles, and equipment for reported unsafe conditions; directs formal audits of field conditions to ensure safety compliance; reviews accident/incident investigations and recommends corrective actions to avoid recurrence of similar accidents.

Directs the development and implementation of effective safety and security training and education programs for METRO employees, contractors and the general public.

Consults with METRO department leaders in the formation of and adherence to safety, security and emergency management programs and initiatives.

Develops and implements programs that ensure the personal safety of transit passengers and METRO employees, the protection of METRO property against theft and vandalism, and the control of access to facilities.

Develops, implements, evaluates and ensures adherence to METRO security policies, programs, and procedures to ensure that activities are in accordance with METRO goals.

Oversees, directs and monitors contracts of contracted security services.

Develops and implements emergency preparedness programs.

Coordinates national and local crisis management and incident response protocols.

Performs as Public Information Officer during emergency situations.

Attachment B

Oversees the Risk Department's record keeping procedures, including surveillance recordings retention.

Keeps abreast of current developments in the field of risk management and insurance and incorporates any necessary changes into METRO's policies affecting the comprehensive insurance and risk management programs.

Serves as liaison on safety, security and risk matters with local and state regulatory agencies and represents METRO on transit industry boards and commissions and other venues as assigned.

Directs and supervises Risk Department staff and oversees work as required; develops departmental budget; monitors department expenditures; directs staff; conducts performance evaluations; sets performance goals and objectives; provides training, guidance, coaching and counseling to staff; assigns and monitors tasks.

Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.

EMPLOYMENT STANDARDS

Knowledge of:

- Applicable local, State and Federal laws and regulations governing public transportation systems, including but not limited to FTA Rules and Guidelines, Fed/OSHA and Cal/OSHA, Cal/EPA and APTA Best practices.
- Investigation methods and findings, techniques, and settlement negotiations.
- Procedures and techniques of evidence collection, methods of legal and factual research and discovery techniques.
- Principles, practices, and techniques of comprehensive industrial and transit system safety programs.
- Principles, practices and techniques of security protection for buildings, grounds, and public transit systems.
- Methods and techniques of emergency preparedness programs and accident investigation.
- Safe work methods and safety regulations pertaining to hazardous materials at an accident/incident site.
- Budget management principles and practices.

Ability to:

- Plan, organize, direct, and evaluate the activities and programs of the Risk Department.
- Understand and apply laws and administrative policies and procedures in the evaluation of routine property and liability insurance claims.
- Learn safety management of FTA, OSHA, FRA and CPUC.
- Manage the District wide safety program.
- Investigate accident, scenes, analyze events and draw sound conclusions, recommend settlement on property and liability claims.
- Define problem areas, evaluate, recommend and implement solutions to complex issues and problems.

Attachment B

- Prepare and present comprehensive documents, charts, reports and correspondence.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Ability to speak before and facilitate discussions with large, diverse groups of people.
- Serve as the spokesperson for the agency in emergency situations and represent METRO in a professional and courteous manner.

TRAINING AND EXPERIENCE

Any combination of training and experience equivalent to:

Bachelors Degree from an accredited college in Environmental or Occupational Health and/or Safety, Criminal Justice, or a closely related field.

Directly related experience beyond the minimum requirement may substitute for the required education based on the ratio of one and a half (1.5) years of experience for each (1) year of education.

AND

Four years experience performing property and liability claims investigation and/or four years experience performing environmental and/or occupational health and safety.

AND

One year of supervisory experience.

SPECIAL REQUIREMENTS

Fluency in Spanish is preferred.

Available for emergency duty 24 hours a day, seven days a week, including holidays.

PHYSICAL REQUIREMENTS

While performing the duties of this job, the employee is frequently required to sit, use hands to finger, handle or feel objects or controls, key and use a computer mouse. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 10 pounds is required. Visual abilities required include close vision, distance vision, and the ability to adjust focus.

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DATE: January 26, 2018
TO: Board of Directors
FROM: Jolene Church, Human Resources Manager
SUBJECT: APPROVAL OF THE FINAL CPS HR CONSULTING MANAGEMENT CLASSIFICATION STUDY AND COMPENSATION STUDY STRATEGY

I. RECOMMENDED ACTION

That the Board of Directors approve the CPS HR Consulting Management Classification Study and Compensation Study Strategy

II. SUMMARY

- A Management Classification and Compensation Study had never been conducted at the Santa Cruz Metropolitan Transit District (METRO) and was needed due to outdated job classifications, salary range compaction issues, and a desire to attract and retain valuable personnel.
- CPS HR Consulting was awarded the contract to conduct the study.
- The study was broken down into two stages:
 1. Job Analysis which included job classification updates and revisions
 2. Compensation analysis
- Between July 2017 and November 2017, CPS HR Consulting (CPS) and METRO management staff engaged in position description questionnaire (PDQ) interviews and activities to determine what changes were needed to update existing and outdated job classifications.
- In December 2017, METRO received CPS Final Management Classification Study Report, which concludes Phase I of the scope of the project and resulted in revised job classifications for the management team and a revised job classification template for uniformity in formatting METRO's job classifications.
- Phase II of the study is the compensation portion. CPS presented to the Personnel/HR Committee its strategy for moving forward to the compensation study.
- The Personnel/HR Committee agreed to a compensation study strategy for management which includes collecting comparable position salary data and providing a report on the median salaries for the approved comparison agencies, cost of living and cost of wages, and total compensation.

- The Personnel/HR Committee reserved setting the philosophy (i.e., 5% below median, median, or 5% above median) for setting salary ranges until comparison data is compiled and the committee can see the budgetary impacts associated with resulting adjustments in each salary range.

III. DISCUSSION/BACKGROUND

In order to attract and retain talented professionals, both public and private sector organizations periodically perform a comprehensive classification and compensation review. Such a review helps the organization understand where its salary scales are, relative to salary scales for similar positions, as well as other employee benefits and compensation. METRO has never performed such a comprehensive study for management.

In March 2017, the METRO Board of Directors approved to award the Classification and Compensation Study contract to CPS. The scope for this study was to conduct a comprehensive classification and total compensation study to include:

- A review of eighteen (18) classifications under the Management Compensation Plan;
- A classification structure that is easily understood, with current classifications where distinctions between classifications are clearly identified and individual positions are allocated to the correct classifications.
- A sustainable total compensation system that is competitive in the marketplace, internally equitable, and integrated with the classification system.

Between July 2017 and November 2017, CPS and METRO management staff engaged in activities to determine what changes were needed to update existing and outdated job classifications. During this process each manager completed a Position Description Questionnaire (PDQ) which was followed by an interview by CPS staff. The CEO, Interim HR Manager, and CPS staff then reviewed the stated duties and responsibilities of each manager and agreed on a classification structure which included revising job titles that are easily understood, with current job classifications where distinctions between classifications are clearly identified, and individual positions are allocated to the correct classifications.

Ensuring proper classification identification is an imperative aspect of a classification study, understanding reporting structure, distinguishing job characteristics, duties, knowledge, skills, and abilities, as conducting accurate compensation analysis is reliant on accurate job classifications and descriptions.

The outcomes of the interview, questionnaire, and structure review activities were used to create a revised organizational chart, revised job classifications, and the associated job classifications. The final step was for management staff to review the final job classification descriptions. Once all management staff had reviewed the final job classifications, CPS provided METRO with its final Management Classification Study report.

The final Management Classification report job classification information will be used for the second phase of the study, Compensation. The total Compensation phase will include:

- Reviewing the labor market and making recommendations as appropriate, and conducting a compensation survey of benchmark classifications to be surveyed within METRO's designated labor market.
- Recommending a methodology to be used in METRO's internal equity process.
- A recommended salary structure will be developed to achieve market competitiveness and internal equity with a rationale for placement of classifications within the structure.

On January 16, 2018, the Personnel/HR Committee met. CPS presented information relevant to the committee gaining an understanding of elements of a classification and compensation study. The personnel committee agreed to a recommendation from Staff, for the Board of Directors to approve the CPS Final Management Classification Study Report and a strategy to move forward with the compensation portion of the CPS Classification and Compensation Study.

Following approval of the recommendation by the Personnel/HR Committee of the Classification Study to the Board of Directors, CPS is prepared to move forward into the market analysis stage of the compensation study. All of the positions are within management so setting benchmarked positions for analysis has already been achieved. Additionally, METRO and the SEIU have previously established the labor market agencies for comparison. These include:

- Alameda-Contra Costa Transit District
- City of Santa Cruz
- Central Contra Costa Country Transit Authority
- County of Santa Cruz
- Golden Gate Transit District
- Monterey-Salinas Transit District
- Riverside Transit Agency

- San Joaquin Regional Transit District
- Santa Barbara Metropolitan Transit District
- Santa Clara Valley Transportation Authority
- San Mateo County Transit

The market analysis stage will include collecting data on salaries on comparable classifications from the approved labor market and other compensation data such as quantifiable and non-quantifiable benefit information.

CPS will prepare a report that reflects the comparison agency total compensation, including salary ranges. This report will enable the Personnel/HR Committee to determine the best compensation methodology to adopt in setting salary ranges. At the request of the Personnel/HR Committee, CPS has agreed to provide the compensation analysis to reflect 5% below market median, at median, and 5% above market median. The Personnel/HR Committee will then have all the necessary financial data to recommend the total compensation methodology that will be in the best interest for METRO to adopt.

It is anticipated that the market analysis portion of the compensation study will be completed within a two month period and that CPS will have the Final Management Classification and Compensation Study completed by the end of this fiscal year.

Staff recommends that the Board of Directors approve the Personnel/HR Committee recommendation to approve the Final Management Classification Study which includes an updated organizational chart, job classifications, and a new job classification template; AND that the Board of Directors approve the Personnel Committee's recommended strategy for moving forward into the Phase II compensation portion of the study analysis to reflect 5% below market median, at median, and 5% above market median.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The base value previously awarded by the Board of Directors of this contract for both Phase I and Phase II is \$41,900 to complete the Management Classification and Total Compensation Study. The project is within budget and scope. No project overruns are anticipated.

Funds to support this contract are included in the Administration Department FY17 & FY18 Prof/Technical Fees (503031) Operating budget.

V. ALTERNATIVES CONSIDERED

- Do not approve Personnel Committees' recommended approval of the CPS Final Management Classification Plan and/or the strategy to move forward into the Phase II compensation portion of the study. This is not recommended, as METRO's outdated job classifications and salary range compression issues impact the Agency's ability to attract and retain valuable personnel.

VI. ATTACHMENTS

Attachment A: CPS Final Management Classification Study

Attachment B: CPS METRO Total Compensation Study Personnel Committee Presentation

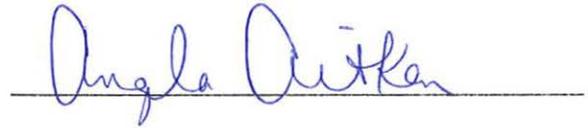
Prepared By: Jolene E. Church, Human Resources Manager

VII. APPROVALS:

Jolene Church, HR Manager



Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



December 13, 2017

Private and Confidential

Santa Cruz Metro Transit District

Classification Study

SUBMITTED BY:

Jennifer Ramos,
Principal Consultant
CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
t:(916)-471-3125
jramos@cpshr.us
Tax ID: 68-0067209
www.cpshr.us

Senior Project Consultant:

Brian G. Moritsch
bmoritsch@cpshr.us



Table of Contents

I. Background	3
II. Classification Study Methodology	4
Position Description Questionnaires.....	4
Interviews of Incumbents	5
FLSA Status Review	5
Review of Comparable Agency Organizational Structures.....	8
III. Review of Existing Management Positions	9
Executive Assistant	9
Information Technology Manager	10
Senior Database Administrator	10
Database Administrator	11
Finance Manager	12
Assistant Finance Manager	12
Planning and Development Manager	13
Purchasing Manager	14
Human Resources Manager.....	14
Assistant Human Resources Manager.....	15
Chief Operations Officer	16
Maintenance Manager	16
Maintenance Superintendent.....	17
Superintendent (Fixed Route)	17
Superintendent (Paratransit)	18
Assistant Superintendent	18
Marketing, Communications, and Customer Service Manager	19
Safety, Security, and Risk Manager.....	20
IV. Summary of Recommendations	21
Appendix A: Position Description Questionnaire (PDQ)	24
Appendix B: Employees Interviewed During the Study.....	57
Appendix C: Executive Assistant	59

Attachment A

*Santa Cruz Metro
Final Classification Study Report*

Appendix D: Information Technology and Intelligent Transportation Systems Director	65
Appendix E: Database Administrator & Senior Database Administrator	70
Appendix F: Chief Financial Officer (CFO)	75
Appendix G: Finance Deputy Director.....	80
Appendix H: Planning and Development Director	85
Appendix I: Purchasing and Special Projects Director	90
Appendix J: Human Resources Director	94
Appendix K: Human Resources Deputy Director	99
Appendix L: Chief Operations Officer (COO)	103
Appendix M: Maintenance Manager	108
Appendix N: Assistant Maintenance Manager.....	115
Appendix O: Operations Manager: Fixed Route	121
Appendix P: Operations Manager: Paratransit.....	125
Appendix Q: Assistant Operations Manager: Paratransit.....	130
Appendix R: Marketing, Communications, and Customer Service Director.....	135
Appendix S: Safety, Security and Risk Director.....	140

I. Background

The Santa Cruz Metro Transit District (Santa Cruz METRO) provides fixed route and paratransit buses for the County of Santa Cruz and surrounding communities. In 2017, Santa Cruz Metro contracted with CPS HR Consulting (CPS) to conduct a study to evaluate the classification and compensation structure of 18 management-level positions within the organization. The primary objectives of the study were to: (1) review the individual positions within each classification to determine if individuals were classified at the correct level and title for their job duties and responsibilities; (2) identify and edit classification specifications that appear to be outdated, should include additional information, or contain irrelevant information; and (3) evaluate the FLSA status of the classifications under study. This report addresses the three objectives listed above. The classifications under review were:

- Executive Assistant
- Information Technology Manager
- Database Administrator/ Senior Database Administrator
- Finance Manager
- Assistant Finance Manager
- Planning and Development Manager
- Purchasing Manager
- Human Resources Manager
- Assistant Human Resources Manager
- Chief Operations Officer
- Maintenance Manager
- Maintenance Superintendent
- Superintendent (Fixed Route)
- Superintendent (Paratransit)
- Assistant Superintendent
- Marketing, Communications, and Customer Service Manager
- Safety, Security, and Risk Manager

Once the classification portion of the study is complete, the following objectives of the study will be addressed: (4) review the salaries of comparable local agencies and transportation agencies within the labor market to determine if salary adjustments might be warranted; and (5) review the internal salary equity within the Santa Cruz Metro management-level classification series.

II. Classification Study Methodology

CPS HR used a variety of different processes to gather the information needed to conduct the classification and compensation study. The first step in this process was to review Santa Cruz Metro background material in order for CPS HR Consultants to become more familiar with the organizational structure and management culture. Materials reviewed include: classification specifications, salary schedules, and the Santa Cruz Metro organizational chart. These materials help provide the framework for understanding the subsequent information to be collected. To gather additional information, CPS HR utilized Position Description Questionnaires (PDQs) and incumbent interviews to gain classification information. CPS HR consultants also reviewed the organizational structures of the comparable agencies used in this study. The methodologies used during each of these information collection phases is discussed below.

Position Description Questionnaires

To evaluate each individual position, CPS HR developed a PDQ to gather information on: essential job functions; budgetary responsibility; supervision given and received; decision making responsibility; knowledge, skills, and abilities; and minimum job requirements. CPS HR customized the PDQ for each position within the study by prepopulating the PDQ with the following information from Santa Cruz Metro's current classification specifications: job description, essential job functions, knowledge and abilities required, minimal qualifications, and job-specific requirements (such as licenses or certifications). The incumbents filling out the PDQ are asked to add to or refute the information from the classification specification. By prepopulating the PDQ, CPS HR consultants are better able to determine those areas in which the position has changed or deviated from the classification specifications. A copy of the Executive Assistant PDQ is included in [Appendix A](#) as a sample. To maintain the integrity of the classification process, the participating employees' managers reviewed and signed the PDQs to affirm that all pertinent information was correctly captured. Managers were allowed to provide comments on any information provided by the employee within the PDQ. However, the managers were not allowed to edit any of the PDQ content submitted by the employee. The CEO/GM then reviewed all of the completed PDQs and also made comments regarding the content in each.

The PDQs were administered to the employees in May 2017. Once completed, the employees forwarded their PDQs to their Managers for review. If the incumbent was at a management level, then the PDQs were forwarded directly to the CEO/GM for review. This process was performed to ensure the information provided by the incumbent was accurate and complete. Santa Cruz Metro staff forwarded the completed PDQs to CPS in June 2017. A total of 16 completed PDQs

Attachment A

were received. CPS Consultants thoroughly reviewed each PDQ to understand the duties and responsibilities assigned to each position. The vast majority of the comments made by the supervisors and managers were to either add information or to stress how much work and responsibility the incumbent's position required. CPS Consultants also compared the information obtained in the PDQs to the employees' job description to identify any employees that seem to be working out of class.

Interviews of Incumbents

CPS HR consultants interviewed all of the current incumbents involved in the study. Most of the interviews were conducted in July 2017 at the Santa Cruz Metro Vernon Street offices; due to availability issues, two of the incumbents were interviewed by telephone. Each interview lasted between 60 – 90 minutes. A list of those individuals interviewed is included in [Appendix B](#). CPS HR consultants did not interview anyone associated with the vacant Maintenance Superintendent, Marketing, Communications, and Customer Service Manager, and Safety, Security, and Risk Manager. The interim Human Resources Manager was interviewed regarding the Human Resources Manager and the Assistant Human Resources Manager positions. CPS HR Consultants used the interviews to gather additional information about the incumbent's job duties and responsibilities, the sequencing of job tasks, job requirements, and the circumstances in which the incumbent interacts with coworkers, external clients, contractors, and the public. The interviews were also used to clarify information the incumbent provided on the PDQ.

Review of Classification Specifications

CPS HR consultants performed an initial review/edit of Santa Cruz Metro's classification specifications for their management positions in September 2017. The edits to the classification specifications were based upon information gathered from the PDQs and incumbent interviews. In October 2017, Santa Cruz Metro hired a new Human Resources Manager, who subsequently revised the formatting and content of the classification specifications. CPS HR consultants then reviewed and edited the revised classification specifications. The finalized Santa Cruz Metro management classification specifications are included in Appendices C – S of this report.

FLSA Status Review

The United States Congress enacted the Fair Labor Standards Act in 1938 to eliminate labor conditions injurious to the health and efficiency of workers, as well as unfair methods of competition based on such conditions. The act contains provisions that cover minimum wage, child labor, equal pay, and several other employment practices. Pertinent to this study, the FLSA contains language that requires employers to pay overtime to an employee at the rate of one and one-half the employee's regular rate of pay for all hours worked over designated weekly

Attachment A

unless said employee qualifies for an exemption. This overtime pay requirement cannot be waived by agreement between the employer and employee, although the employer can choose to pay overtime to an employee even though the employee qualifies for exemption under the law.

The most common overtime exemptions are Executive, Professional, Administrative, and Computer Professional. For Professional, Administrative, and Executive exemptions, employees must be paid on a salary basis and must regularly exercise discretion and independent judgment with respect to matters of significance. This is key to the determination of exempt status as even very highly paid salaried positions may be overtime eligible if they do not exercise sufficient independent judgment and discretion. Paid on a Salaried Basis means the employee receives the same rate of pay regardless of hours worked. Computer professionals performing certain types of computer functions may be paid on an hourly basis if the hourly rate is at least \$27.63 per hour.

The definition of the exercise of discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and action, and making a decision after the various possibilities have been considered. These terms imply that the employee has authority to make an independent choice/decision that is free from immediate direction or supervision. Factors to consider include, but are not limited to: whether the employee has authority to formulate, affect, interpret, or implement management policies or operating practices; whether the employee carries out major assignments in conducting the operations of the business; whether the employee performs work that affects business operations to a substantial degree; whether the employee has authority to commit the employer in matters that have significant financial impact; and whether the employee has authority to waive or deviate from established policies and procedures without prior approval, and other factors set forth in the regulation. The exercise of discretion and independent judgment must be more than the use of skill in applying well-established techniques, procedures or specific standards described in manuals or other sources.

The term “matters of significance” refers to the level of importance or consequence of the work performed. An employee does not exercise discretion and independent judgment with respect to matters of significance merely because the employer will experience financial losses if the employee fails to perform the job properly. Similarly, an employee who operates very expensive equipment does not exercise discretion and independent judgment with respect to matters of significance merely because improper performance of the employee’s duties may cause serious financial loss to the employer.

Attachment A

To qualify for the administrative employee exemption:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and
- The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

To qualify for the executive employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise;
- The employee must customarily and regularly direct the work of at least two or more other full-time employees or their equivalent; and
- The employee must have the authority to hire or fire other employees, or the employee's suggestions and recommendations as to the hiring, firing, advancement, promotion, or any other change of status of other employees must be given particular weight.

To qualify for the professional employee exemption, all of the following tests must be met:

- The employee must be compensated on a salary or fee basis (as defined in the regulations) at a rate not less than \$913 per week.
- The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work which is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment;
- The advanced knowledge must be in a field of science or learning; and
- The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

To qualify for the computer employee exemption, the following tests must be met:

- The employee must be compensated either on a salary or fee basis at a rate not less than \$4,913 per week or, if compensated on an hourly basis, at a rate not less than \$27.63 an hour.
- The employee must be employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field performing the duties described below;

Attachment A

- The employee’s primary duty must consist of:
The application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software or system functional specifications;
The design, development, documentation, analysis, creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications;
The design, documentation, testing, creation or modification of computer programs related to machine operating systems; or
- A combination of the aforementioned duties, the performance of which requires the same level of skills.

CPS consultants evaluated the Santa Cruz Metro management-level classifications to determine if the current exempt/non-exempt status assigned to each classification is consistent with the FLSA criteria described above. The FLSA criteria and dollar amounts are based on the United States Department of Labor (DOL) overtime provisions effective December 1, 2016 .¹

Review of Comparable Agency Organizational Structures

CPS HR consultants reviewed the organizational charts of the eleven agencies identified for comparative purposes. The purpose of this review was to identify how the agencies classify their comparable positions. The comparison agencies are listed below.

1. Alameda-Contra Costa Transit District
2. City of Santa Cruz
3. Central Contra Costa County Transit Authority
4. County of Santa Cruz
5. Golden Gate Transit District
6. Monterey-Salinas Transit District
7. Riverside Transit Agency
8. San Joaquin Regional Transit District
9. Santa Barbara Metropolitan Transit District
10. Santa Clara Valley Transportation Authority
11. San Mateo County Transit

¹ <https://www.dol.gov/whd/overtime/final2016/overtime-factsheet.htm>

III. Review of Existing Management Positions

CPS consultants reviewed each of the Santa Cruz Metro management classifications to determine if: (1) the classification specifications needed to be revised based on the work that was currently being performed by the incumbents; (2) individuals were working out-of-class; and (3) the appropriateness of the classification's current FLSA status. These objectives were accomplished by comparing the employee's PDQ responses against the classification specifications and the position information obtained through the interview process. The recommendations regarding the Santa Cruz Metro management classifications are detailed below.

Executive Assistant

The Executive Assistant performs a variety of administrative support functions related to overseeing the activities and operations of Santa Cruz METRO's Administrative Department. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Executive Secretary position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. A review of the comparable agencies indicates that those with similar positions are classified as Executive Assistant, District Secretary, or Clerk to the Board. CPS HR consultants do not recommend changing the position's title at this time. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Executive Assistant classification specification; a copy of the updated Executive Assistant classification specification is included in [Appendix C](#).

The current FLSA status of the Executive Assistant position is non-exempt. To qualify for the Administrative Employee exemption, the employee must: (1) make at least \$913/week, (2) the employee's primary duty must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers; and (3) the employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance. The current incumbent clearly meets the first two criteria. With regard to the third criteria, it could be effectively argued that the incumbent exercises discretion and independent judgement in the following areas: supervision of employees, establishing departmental procedures, and coordination of special projects. It is the CPS HR consultant's opinion that the current incumbent's job duties would qualify for the FLSA Administrative Employee exempt status.

Information Technology Manager

The Information Technology Manager leads the agency and the ITS Department in the overall investment in and deployment of information technology, consistent with a broad, enterprise-wide definition of information technology. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Information Technology Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Director, or Chief Information Officer. CPS HR consultants recommend that the position's title be changed to Information Technology and Intelligent Transportation Systems Director. The IT Manager's role has significantly increased over the past few years, and will continue to increase with the additional responsibility of researching, programming, and maintaining various intelligent transportation systems (such as bus security cameras, GPS tracking, smart phone technology, etc.) and facility security systems. Including the phrase "Intelligent Transportation Systems" in the position's title will highlight the diverse responsibilities associated with this position. The Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Information Technology Manager classification specification to better reflect the duties of an Information Technology and Intelligent Transportation Systems Director position; a copy of the Information Technology and Intelligent Transportation Systems Director classification specification is included in [Appendix D](#). The current FLSA status of exempt for the Information Technology Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption, the computer employee exemption, and the professional employee exemption.

Senior Database Administrator

The Senior Database Administrator is responsible for the development, installation, and maintenance of vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Senior Database Administrator position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. The incumbent has also recently been

Attachment A

involved in various marketing projects. The responsibility for completing these projects should be reassigned to the new Marketing, Communication and Customer Service Manager when that position is filled, however, the Senior Database Administrator may still be needed to assist in extracting the information required from the data warehouse. CPS HR consultants do not recommend changing the position's title at this time as the current title is appropriate for the level of duties being performed. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Database Administrator/Senior Database Administrator classification specification; a copy of the updated Database Administrator/Senior Database Administrator classification specification is included in [Appendix E](#). The current FLSA status of exempt for the Senior Database Administrator position is appropriate, as the classification clearly meets all of the criteria for the computer employee exemption and the professional employee exemption.

Database Administrator

The Database Administrator is responsible for the development, installation, and maintenance of vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Database Administrator position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. The incumbent has also recently been involved in various marketing projects. The responsibility for completing these projects should be reassigned to the new Marketing, Communication and Customer Service Manager when that position is filled, however, the Database Administrator may still be needed to assist in extracting the information required from the data warehouse. CPS HR consultants do not recommend changing the position's title at this time as the current title is appropriate for the level of duties being performed. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Database Administrator/Senior Database Administrator classification specification; a copy of the updated Database Administrator/Senior Database Administrator classification specification is included in [Appendix E](#). The current FLSA status of exempt for the Database Administrator position is appropriate, as the classification clearly meets all of the criteria for the computer employee exemption and the professional employee exemption.

Finance Manager

The Finance Manager administers accounting, payroll, MIS, investment, budget, audit and financial reporting functions of the District, and manages the District's \$50,000,000+ annual budget. The current incumbent completed the PDQ for the position and was also interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Finance Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. However, the level of responsibility for this position could warrant a title change. The current incumbent has taken on a lot of different roles within the organization, such as Property Manager, Interim Human Resources Manager, and Project Manager over various projects. The Human Resources responsibilities will be removed once the agency hires management-level staff to oversee the Human Resources Department. A review of the comparable agencies indicates that those with similar positions are classified as Director, Auditor/Controller, or Chief Financial Officer. CPS HR consultants recommend that the position's title be changed to Chief Financial Officer (CFO). CPS HR consultants believe that the level of work that is required of the current position is above the Manager level; the CFO title is more representative of the roles and responsibilities associated with the current position. In the past, the Finance Manager position has often been left in charge in the absence of the CEO. Such authority should warrant a position that is higher than the other management-level employees. Based on the information obtained from the PDQ and the incumbent interview, CPS HR consultants made edits to the current Finance Manager classification specification to better reflect the duties of a CFO position; a copy of the CFO classification specification is included in [Appendix F](#). The current FLSA status of exempt for the Finance Manager/CFO position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Assistant Finance Manager

The Assistant Finance Manager is responsible for planning, organizing, administering, coordinating, and directing the Finance Department functions including: accounting, budget, audit and financial reporting, payroll, grants, and insurance, conducting research and analysis for management programs and projects, and supervising assigned staff. CPS HR Consultants compared the incumbent's completed PDQ to the current classification specifications for the Assistant Finance Manager position. Currently, the incumbent appears to be working at a higher level than what is stated in the classification specifications; the incumbent is responsible for making higher level decisions and has more authority and responsibility than the Assistant Manager level. CPS HR consultants recommend that the position's title be changed to Finance Deputy Director. CPS HR consultants clearly believe that the level of work

Attachment A

that is required of the current position is above the Assistant Manager level. This is a more hands-on position managing the day-to-day operations of the Finance Department, whereas the proposed Chief Financial Officer role would deal with operational strategies of the organization as a whole. The Finance Deputy Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Assistant Finance Manager classification specification to better reflect the duties of a Finance Deputy Director position; a copy of the Finance Deputy Director classification specification is included in [Appendix G](#). The current FLSA status of exempt for the Assistant Finance Manager/Deputy Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Planning and Development Manager

The Planning and Development Manager plans, develops, organizes, and directs three distinct METRO functions: (1) planning and scheduling of route and service development; (2) overseeing grant research, review, preparation, and administration for capital and operations funding; and (3) governmental affairs (working with local, state, and federal representatives and legislative advocates to develop and support legislation beneficial to METRO and the region). The current incumbent completed the PDQ for the position and was also interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Planning and Development Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Director, or Chief Planning and Development Officer. CPS HR consultants recommend that the position's title be changed to Planning and Development Director. CPS HR consultants clearly believe that the level of work that is required of the current position is above the Manager level, especially in the areas of planning and government affairs. The Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Planning and Development Manager classification specification to better reflect the duties of a Planning and Development Director position; a copy of the Planning and Development Director classification specification is included in [Appendix H](#). The current FLSA status of exempt for the Planning and Development Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Attachment A

Purchasing Manager

The Purchasing Manager plans, organizes, directs, develops, and coordinates the activities of the Purchasing and Parts department, and is responsible for all purchasing, contracting, and materials management at Santa Cruz Metro. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Purchasing Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. The incumbent has also recently been involved in the following projects: the Temporary Employee Program, various marketing projects, and the management of special projects. The Temporary Employment Program should be moved back to Human Resources when the new Human Resources management staff are hired, and the marketing projects should be reassigned to the new Marketing, Communication and Customer Service Director when that position is filled.

A review of the comparable agencies indicates that those with similar positions are classified as Managers and Directors. Should the position consist of just purchasing and contracting responsibilities, then the Manager or Director title would be appropriate. However, the management of special projects is a significant portion of this position's responsibility. CPS HR consultants propose that the title of the position be changed to reflect the responsibility for managing special projects as well. CPS HR consultants recommend changing the position's title to Purchasing and Special Projects Director. The position's responsibilities appear to be higher than the current Manager level. The Director title is consistent with the other title changes recommended throughout this report. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Purchasing Manager classification specification to reflect the responsibilities associated with a Director position; a copy of the Purchasing and Special Projects Director classification specification is included in [Appendix I](#). The current FLSA status of exempt for the Purchasing Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Human Resources Manager

The Human Resources Manager plans, organizes, directs, and coordinates the human resources functions which include equal employment opportunity/affirmative action, recruitment and examination, classification and compensation, employee and labor relations, employee insurance and benefit programs, employee training, Human Resources Information Systems (HRIS), drug and alcohol compliance, and workers compensation. The Human Resources Manager position is currently vacant. The job responsibilities are currently being

Attachment A

handled on an interim basis by the Finance Manager; she completed the PDQ for the position. The interim Human Resources Manager was interviewed regarding this position. CPS HR Consultants compared the completed PDQ to the current classification specifications for the Human Resources Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the interim incumbent is working within the parameters of his job classification. However, the level of responsibility for this position could warrant a title change. A review of the comparable agencies indicates that those with similar positions are classified as Manager, Senior Manager, Director, or Chief Human Resources Officer. CPS HR consultants recommend that the position's title be changed to Human Resources Director. The current role is responsible for directing the human resources functions for all 300+ employees within the agency, as opposed to managing an individual department within the organization. The Human Resources Director title is more representative of the roles and responsibilities associated with the current position. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Human Resources Manager classification specification to better reflect the duties of a Human Resources Director position; a copy of the Human Resources Director classification specification is included in [Appendix J](#). The current FLSA status of exempt for the Human Resources Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Assistant Human Resources Manager

The Assistant Human Resources Manager assists in the planning, organizing, administering, coordinating, and directing the Human Resources Department functions including: Equal Employment Opportunity; recruitment and merit examination; classification and compensation; labor relations; employee insurance and benefit programs; workers' compensation; and employee training; and supervises assigned staff. The Assistant Human Resources Manager position is currently vacant. The job responsibilities are currently being handled on an interim basis by provisional employee; she completed the PDQ for the position. The provisional employee was not interviewed as part of this study. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Assistant Human Resources Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the current provisional incumbent is working within the parameters of his the classification. CPS HR consultants recommend that the position's title be changed to Human Resources Deputy Director. This is a more hands-on position managing the day-to-day HR operations of the Human Resources Department, whereas the proposed Human Resources Director role would deal with operational strategies of the organization as a whole. The Deputy Director title is more representative of the roles

Attachment A

and responsibilities associated with the current position. Based on the information obtained from the PDQ, CPS HR consultants made edits to the current Assistant Human Resources Manager classification specification to better reflect the duties of a Human Resources Deputy Director position; a copy of the proposed Human Resources Deputy Director classification specification is included in [Appendix K](#). The current FLSA status of exempt for the Assistant Human Resources Manager/Deputy Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Chief Operations Officer

The Chief Operations Officer organizes and directs the operation of Santa Cruz METRO's fixed route and paratransit bus system, the maintenance of both revenue and non-revenue fleet, and the maintenance of all Santa Cruz METRO facilities. The current incumbent completed a PDQ and was interviewed by CPS HR consultants. In addition to the responsibilities listed in the COO classification specifications, the incumbent is also responsible for managing the Customer Service Department and Contracted Security Services. The COO should be relieved of the responsibilities associated with the customer services activities when the Marketing, Communications, and Customer Service Manager is hired. CPS HR consultants do not recommend changing the position's title. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current COO classification specification; a copy of the updated COO classification specification is included in [Appendix L](#). The current FLSA status of exempt for the COO position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Maintenance Manager

The Maintenance Manager plans, organizes, supervises, and directs the programs and activities of the fleet and facilities maintenance programs and a centralized warehouse. The current incumbent completed a PDQ and was interviewed by CPS HR consultants. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Maintenance Manager position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of his job classification. Based on the information obtained from the PDQ and incumbent interview, CPS HR consultants made edits to the current Maintenance Manager classification specification; a copy of the updated Maintenance Manager classification specification is included in [Appendix M](#). The current FLSA status of exempt for the Maintenance Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption. A review of the comparable agencies

Attachment A

indicates that those with similar positions are classified as Superintendent, Manager, and Director. CPS HR consultants do not recommend changing the position's title.

Maintenance Superintendent

The Maintenance Superintendent position is currently vacant. The position's supervisor, the Maintenance Manager, completed the PDQ for the position. No employees associated with this position were interviewed as part of this study. CPS reviewed the position's PDQ and compared the responses to the Maintenance Superintendent classification specifications. The similarities between the two documents indicate that the classification specifications are current. The Maintenance Superintendent position is essentially an Assistant Manager to the Maintenance Manager. The title "Superintendent" is not a common title used within the comparable agencies in this study. Santa Cruz Metro HR suggested changing the title of the Maintenance Superintendent position to Assistant Maintenance Manager; CPS HR consultants concur with this recommendation. A copy of the revised Assistant Maintenance Manager classification is included in [Appendix N](#). The current FLSA status of exempt for the Maintenance Superintendent/Assistant Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Superintendent (Fixed Route)

The Fixed Route Superintendent directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Fixed Route Superintendent position. The amount of overlap between the PDQ and the classification specification clearly indicates that the incumbent is working within the parameters of her job classification. The title "Superintendent" is not a common title used within the comparable agencies in this study, with most agencies classifying their employees as either Managers or Directors. Based on the information obtained in the PDQ and through the interview process, this position is better classified at the Manager level. Santa Cruz Metro HR suggested changing the title of the Fixed Route Superintendent position to Operations Manager: Fixed Route; CPS HR consultants concur with this recommendation. A copy of the proposed Operations Manager: Fixed Route classification specification is included in [Appendix O](#). The current FLSA status of exempt for the Fixed Route Superintendent/Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Superintendent (Paratransit)

The Paratransit Superintendent develops, administers, coordinates, monitors, and evaluates the District's Americans with Disabilities Act (ADA) transit programs and accessible services functions. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Paratransit Superintendent position. Currently, the position is also responsible for overseeing the District's Customer Service Department, which is comprised of a call-center, Eligibility Program, Accessible Services Program, and includes several aspects of marketing and public outreach. The Customer Service Department staffs two Transit Centers, Watsonville Transit Center and Pacific Station in Santa Cruz. However, these added job responsibilities are temporary, as the customer service job duties should be reassigned when the new Marketing, Communications, and Customer Service Director is hired. Therefore, the customer service portion of the current incumbent's job was not considered when recommending changes to classification specifications. The title "Superintendent" is not a common title used within the comparable agencies in this study, with most agencies classifying their employees as either Managers or Directors. Based on the information obtained in the PDQ and through the interview process, this position is better classified at the Manager level. Santa Cruz Metro HR suggested changing the title of the Paratransit Superintendent position to Operations Manager: Paratransit; CPS HR consultants concur with this recommendation. A copy of the proposed Operations Manager: Paratransit classification specification is included in [Appendix P](#). The current FLSA status of exempt for the Paratransit Superintendent/Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Assistant Superintendent

The Assistant Superintendent plans, organizes, and manages delivery of METRO's fixed route and ParaCruz service. The current incumbent completed a PDQ and was interviewed regarding this position. CPS HR Consultants compared the incumbent's PDQ to the current classification specifications for the Assistant Superintendent position. Currently, the position is also responsible for assisting with the management of the District's Customer Service Department. However, this added job responsibility is temporary, as the customer service job duties should be reassigned when the new Marketing, Communications, and Customer Service Manager is hired. Therefore, the customer service portion of the current incumbent's job was not considered when recommending changes to classification specifications. The current classification specifications do not specify a lifting requirement for this position. As this position is currently training paratransit operators on techniques to assist disabled passengers, it would be prudent for Santa Cruz Metro to perform an internal study to

establish the minimum lifting requirements for the position and for the paratransit operators in general. To be consistent with the other title change recommendations made in this report, Santa Cruz Metro HR suggested changing the title of the Assistant Superintendent position to Assistant Operations Manager: Paratransit; CPS HR consultants concur with this recommendation. A copy of the proposed Assistant Operations Manager: Paratransit classification specification is included in [Appendix Q](#). The current FLSA status of exempt for the Assistant Superintendent/Assistant Manager position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

Marketing, Communications, and Customer Service Manager

The Marketing, Communications, and Customer Service Manager position is listed on the most recent Santa Cruz Metro organizational chart but is not currently funded. Hence, there were no incumbents for CPS HR consultants to interview. Additionally, no PDQs were completed for this position. CPS HR consultants did review the current Marketing, Communications, and Customer Service Manager classification specification. CPS HR consultants made only minor edits to the Marketing, Communications, and Customer Service Manager classification specification. To be consistent with other proposed title changes within Santa Cruz Metro, CPS HR consultants recommend that this Manager position be reclassified to a Director position. A copy of the proposed Marketing, Communications, and Customer Service Director classification specification is included in [Appendix R](#). The current FLSA status of exempt for the Marketing, Communications, and Customer Service Manager/Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

In June 2017 the local Grand Jury published its recommendations regarding the management of the Santa Cruz Metro Transportation District. One of the more prominent recommendations of the Grand Jury was the inclusion of a business development unit. The Grand Jury noted that Santa Cruz Metro “has had an unfilled position for a marketing manager for three years. This may be short-sighted.” The Grand Jury noted that if the marketing manager position is funded and expanded to include business development, the newly funded position could be:

- “developing and championing ways to increase revenues,
- “exploring new concepts and programs,
- “pursuing partnerships similar to those with UCSC and Cabrillo College,
- “establishing community outreach programs,
- “expanding grant writing oversight, and

- “advocating for an improved rider experience.”

CPS HR consultants agree with the position of the Grand Jury regarding the funding of the Marketing position. Currently the Santa Cruz Metro marketing responsibilities are allocated to various management-level employees throughout the District. Funding the Marketing, Communications, and Customer Service Director position will greatly free up other management-level employees to better focus on the ever-evolving aspects of their jobs. This may prove critical as Santa Cruz Metro management continues to incorporate the technological advances available to public transportation agencies.

Safety, Security, and Risk Manager

The classification specification for the Safety, Security, and Risk Manager position was re-developed by the Santa Cruz Metro Human Resources Department and presented to CPS HR consultants in November 2017. The revisions by the Department reflected consistent titling protocol with other allocation recommendations made by CPS HR, thus the titling change to Safety, Security, and Risk Director. CPS HR consultants reviewed and made edits to the classification specifications. A copy of the proposed Safety, Security, and Risk Director classification specification is included in [Appendix S](#). The current FLSA status of exempt for the Safety, Security, and Risk Director position is appropriate, as the classification clearly meets all of the criteria for the executive employee exemption.

IV. Summary of Recommendations

The classification recommendations that CPS Consultants made throughout this report can be summarized into three categories: (1) revisions to the Santa Cruz Metro classification specifications; (2) the reclassification of personnel; and (3) the addition of management-level positions. In regards to the first category, revisions to the classification specifications are included in Appendices C - S of this report. A summary of the CPS recommendations for categories 2 and 3 is listed below.

Reclassification of Personnel

CPS HR Consultants recommend reclassifying the following personnel: (1) the Executive Assistant can be reclassified as an exempt employee; (2) the Information Technology Manager should be reclassified as the Information Technology and Intelligent Transportation Systems Director; (3) the Finance Manager should be reclassified as the Chief Financial Officer; (4) the Assistant Finance Manager should be reclassified as the Finance Deputy Director; (5) the Planning and Development Manager should be reclassified as the Planning and Development Director; (6) the Human Resources Manager should be reclassified as the Human Resources Director; (7) the Assistant Human Resources Manager should be reclassified as the Human Resources Deputy Director; and (8) the Purchasing Manager should be reclassified as the Purchasing and Special Projects Director. Additionally, the survey of comparable jurisdictions indicated that title “Superintendent” is typically no longer used within the transit industry, with most agencies opting to classify similar personnel as Managers. Hence, CPS HR consultants proposed the following title changes: (1) the Maintenance Superintendent should be reclassified as the Assistant Maintenance Manager; (2) the Fixed Route Superintendent should be reclassified as the Operations Manager: Fixed Route; (3) the Paratransit Superintendent should be reclassified as the Operations Manager: Paratransit; and the Assistant Superintendent should be reclassified as the Assistant Operations Manager: Paratransit. The classification specifications for the proposed reclassifications are included in the appendices. The new position titles were recommended because they better reflect the roles and responsibilities of the current positions, and they are consistent with the current titles already in use at Santa Cruz Metro.

Addition of Management Level Positions

Marketing, Communications, and Customer Service Director. Currently, the marketing aspect is being performed by a number of different employees: the Senior Database Administrator, Database Manager, the Paratransit Superintendent, and the Assistant Paratransit Superintendent. The customer service aspect is currently being managed by the

Attachment A

*Santa Cruz Metro
Final Classification Study Report*

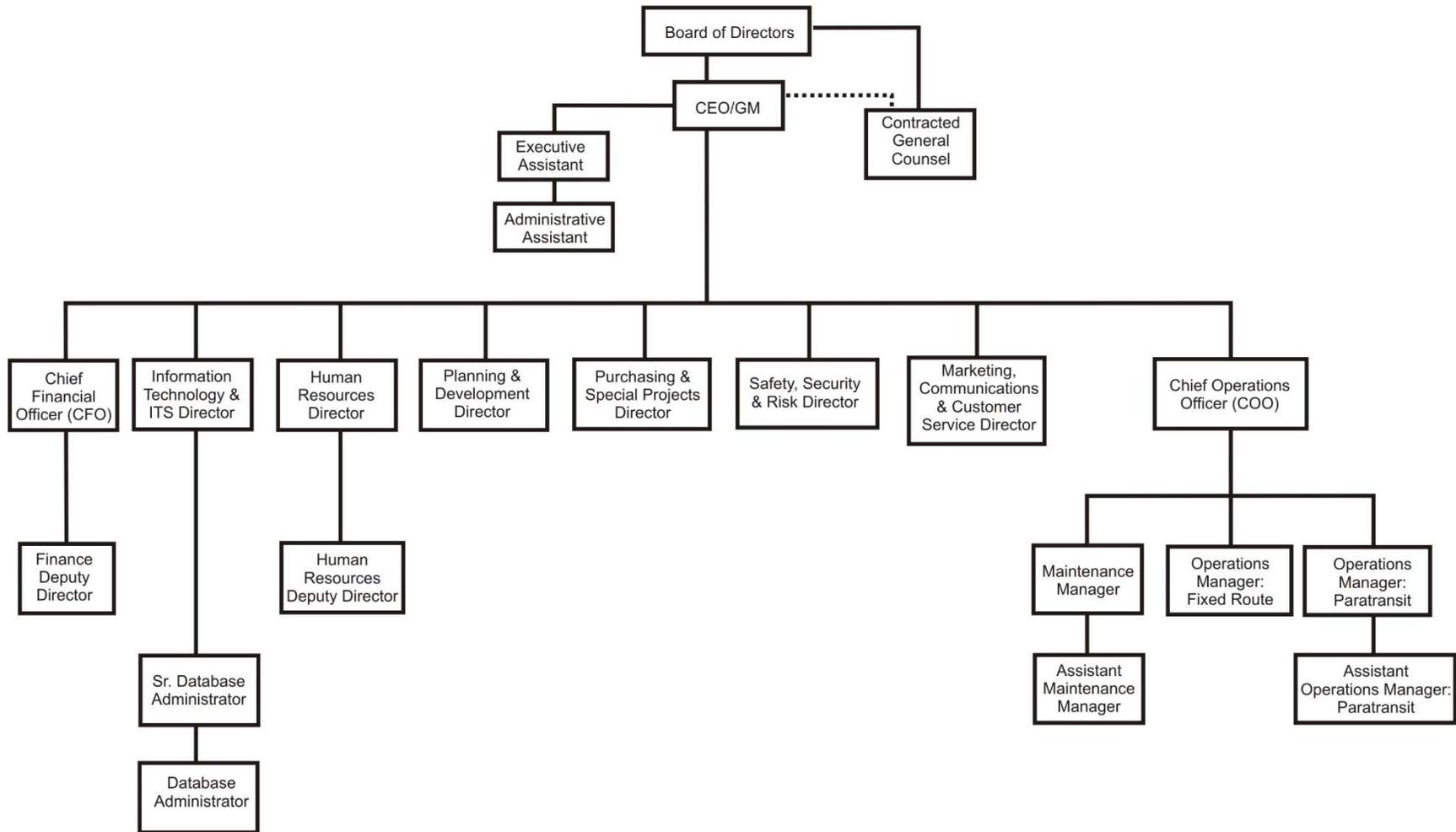
Paratransit Superintendent and the Assistant Superintendent. There is clearly enough marketing and customer service work to support a full-time Director in this area. The funding of the Marketing, Communications, and Customer Service Director position will greatly free up other management-level employees to better focus on the ever-evolving aspects of their jobs. This may prove critical as Santa Cruz Metro management continues to incorporate the technological advances available to public transportation agencies.

Proposed Organizational Chart

The proposed organizational chart for the Santa Cruz Metro management-level positions discussed in this study is listed on page 23.

Attachment A

Santa Cruz Metro Transit District Proposed Organizational Chart



Appendix A: Position Description Questionnaire (PDQ)

Attachment A

Santa Cruz Metro and CPS HR Consulting
Position Description Questionnaire for Classifications to be Completed by Employee
Classification: EXECUTIVE ASSISTANT

THIS PDQ IS FOR THE CLASSIFICATION OF EXECUTIVE ASSISTANT.

The submission process for this questionnaire will involve multiple levels of review for quality control purposes. If you are a Supervisor/Manager or Department Head reviewing this PDQ, please see the instructions on the following page.

Employee Instructions:

The position description questionnaire (PDQ) is designed to obtain information about jobs within the organization for classification purposes only.

The goal of the PDQ is to capture a **current** and **accurate** picture of the work being performed within a specific position. The information collected will be used to update classifications as necessary and make recommendations to management. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

The goal of the PDQ is to capture a **current** and **accurate** picture of the work being performed within a specific position. The information collected will be used to update classifications as necessary and make recommendations to management.

NOTE: In an effort to save employees time, the questionnaire is pre-populated with the information on your existing job description. Please do not write over any of the pre-populated statements. If a pre-populated statement is not relevant to your position, select the appropriate check box.

There are optional text boxes at the end of each section where you may write in new or additional tasks/functions, explain any changes or corrections that need to be made to existing duty statements, and/or provide comments that the review committee should consider when looking at your classification. Leave these sections blank if you do not have any changes or additions to the pre-populated boxes.

You may use your existing job description for reference while completing the PDQ.

Thank you for your help with this important step in the classification review process.

Process

The flowchart below outlines the PDQ completion process.



This PDQ is constructed so that you can complete it electronically and send it to your next level supervisor for review by e-mail. Completing the PDQ electronically is the preferred method. A paper version of the PDQ will be allowed for those with limited or no computer access.

Attachment A

Santa Cruz Metro
Final Classification Study Report

If you have difficulty opening or completing the document please ensure that your MS Office Word is compatible with Word 2010 (.docx). This document will not work in Word 97-2003 (.doc).

If completing electronically, please rename and save this document to one of your file folder on your computer before beginning.

1. Click on File, Save As.
2. Save the document in a file folder that you are familiar with and will be able to find again.
3. This document is already saved using the file naming convention, which is **Classification_FirstInitialLastName_SCMetro_PDQ.doc**

Example: Accountant_JSmith_SCMetro_PDQ.doc

4. You may reference your current job description while completing the PDQ.
5. You may also attach additional information or pages if needed. This includes any previous PDQs or job related documents. If necessary, these can be sent as separate documents. Please use the naming convention of:

Classification_FirstInitialLastName_SCMetro_PDQ Supporting Doc

If you have co-workers in the same classification who perform duties identical to yours, you may work together to complete a group PDQ. If you do so, please include all employee names on the PDQ for recordkeeping purposes.

After the PDQ is completed, please email the questionnaire and any additional documentation to your direct supervisor.

Direct Supervisor:

Please review the PDQ after it is completed by the employee and answer the questions on the Next Level Supervisor Statement page at the end of the document. It is important that you **do not change** any of the information submitted by the employee. If you have additional comments or concerns, please provide them in the supervisor section. Once the review is finished, please send the document to the CEO.

If you are a supervisor completing this PDQ for a vacant position, save this document using the following naming convention: **Classification_Vacant_SCMetro_PDQ.doc**. If you have more than one vacant position, make sure that each PDQ is named differently.

CEO Instructions:

Please review the PDQ once it is completed by the employee and reviewed by their direct supervisor and answer the questions on the CEO Statement page at the end of the document. It is important that you **do not change** any of the information submitted by the employee or any of the responses made by the supervisor in the supervisory review section. If you have additional comments or concerns, please provide them in the CEO statement as needed.

Once your review is finished, please send the document via email to classandcomp@cpshr.us or by fax to (916) 561-8471.

Thanks again for your participation! If you have any questions, please contact:

Attachment A

*Santa Cruz Metro
Final Classification Study Report*

Angela Aiken

aaiken@scmted.com

(831) 426-6080 x 1301 or (831)
420-2350 or cell (650) 279-0435

Jennifer Ramos

jramos@cpshr.us

(916) 471-3125

Sarah Williams*

swilliams@cpshr.us

(916) 471-3117

(*technical support)

Attachment A

EMPLOYEE INFORMATION

Name

Gina Pye

Work Phone Number:

Work Location:

Work E-mail Address:

Current Classification Title:

EXECUTIVE ASSISTANT

Length of Time in Current Position:

Supervisor's Name:

Supervisor's Classification Title:

SECTION 1: JOB SUMMARY

Does the definition and distinguishing characteristics below accurately describe the general responsibilities and work performed by this classification?

YES NO

Definition: Under minimal direction, performs a variety of administrative support functions related to the activities and operations of Santa Cruz METRO's administrative office, serves as recording secretary to the Board of Directors; and performs related work as required. Acts as a representative for Santa Cruz METRO at various internal and public functions. Supervises, assigns, monitors and evaluates the work of the departmental clerical staff.

If **No**, please add any additional relevant information that needs to be included and/or edit the statement as needed in the area below.

Attachment A

SECTION 2: POSITION FUNCTIONS

2A: Essential Functions

After reading each of the essential functions on the following page, rate each statement on the items below in columns 2 – 5 (Frequency, Importance, Needed at Entry, and Added in Last Year) and complete the items in columns 6 – 8 (% Of Time Spent on Task, Where Does Work Come From, and Work with Whom to Complete).

Please, do not edit the pre-populated statements. Add any additional essential functions in the blank rows of the table. You may also attach additional information if you wish. Most jobs have 8 – 10 essential functions.

If you provide a description of your essential functions, please use terms that anyone reviewing this form will be able to understand. Avoid abbreviated, vague, or abstract words, such as “assists”, “handles”, “keeps”, or “prepares”, unless you describe how you assist, what you prepare, etc. Be specific.

For example:

DO THIS

- Receives, opens, time stamps, and distributes incoming mail
- Calculates, verifies, and posts billing amounts
- Maintains accurate records on the flow of input information, output records, machine operations, operator assignments, and staff time

DON'T DO THIS

- Assists in handling mail
- Prepares final billings
- Keeps records

Rate each statement on the following:

- **Frequency:** How frequently do you perform this task? Regardless of the importance of the task, please indicate how often you perform it.
 - **Never.** I do not perform this task in my job.
 - **Infrequently.** I perform this task no more than once a month.
 - **Somewhat frequently.** I perform this task no more than once a week.
 - **Frequently.** I perform this task several times a week, but no more than once a day.
 - **Very frequently.** I perform this task several times each day.
- **Importance:** How important is this task for successfully performing your job? Regardless of the frequency or amount of time spent on this task, please indicate the task's importance.
 - **Not important.** This task is not important to my job. Failure to successfully perform this task typically has no consequence.
 - **Minor importance.** This task is of minor importance to my job. Failure to successfully perform this task has little or no consequence.
 - **Important.** This task is important to my job. Failure to successfully perform this task has some negative consequences.
 - **Critical.** This task is one of the most essential tasks of my job. Failure to successfully perform this task has significant negative consequences.
- **Needed at Entry:** Is it necessary to know how to perform this task upon entry into this job?
 - **No** = Success in this job does not require proficiency in this task prior to entry. Job demands allow a newly hired person to acquire task proficiency through training or experience on the job.

Attachment A

- **Yes** = Success in this job requires experience performing this task prior to entry. Job demands require task proficiency soon after hire (for example, in the first week or so) and there is no opportunity to learn to perform this task through training or experience on the job.
- **% of Time Spent on Task:** Provide the approximate percent of time spent on each essential function. The total of all percentages should equal 100%. If the total percent of time spent on tasks totals more than 100% due to overlap in duties, please explain in the text box below.

Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
1	Functions as an executive administrator to the CEO/General Manager and Assistant General Manager relieving them of administrative details; independently researches and prepares reports and confidential documents and correspondence.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
2	Maintains appointment calendar for the CEO/General Manager and Assistant General Manager or COO; schedules appointments and meetings and assists in the design of presentations for meetings. Proof reads and edits outgoing business correspondence. Composes public and confidential business correspondence on behalf of the CEO/General Manager from minimal information or written drafts.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
3	Takes minutes at Board meetings, takes and transcribes notes from oral presentations, meetings and machine dictation. Coordinates all aspects of the Board agenda and Board reports process.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
4	Prepares the monthly Board and committee meeting agendas in accordance with the CEO/General Manager's item review and selection; coordinates the preparation and delivery of board packets and the rolling agenda.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
5	Monitors Board actions including the coordination for executing contracts, publishing resolutions and ordinances, advising management and staff of Board actions and carrying out legally required procedures.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
6	Responsible for the coordination of research projects, data collection and the development of reports on behalf of the CEO/General Manager. With minimal direction creates Power Point presentations on behalf of	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			

Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
	the CEO/General Manager. Supervises, trains, assigns and monitors the work of the departmental clerical staff and evaluates performance. Represents the CEO/General Manager at various meetings as assigned.	<input type="checkbox"/> Very Frequently						
7	Coordinates and staffs various Santa Cruz METRO team meetings. Develops, maintains and updates complex manual and automated recordkeeping systems.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
8	Establishes procedures for departmental clerical staff including incoming and outgoing mail, screening calls and maintaining files and records.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
9	Coordinates all business travel arrangements for Santa Cruz METRO.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
10	Prepares estimates of office supplies and equipment for use in the preparation of the department budget; tracks budget expenditures; assists in researching and recommending office equipment.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
11	Coordinates and executes special projects and assignments.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently <input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			
12	Operates a variety of office and business machines including computer equipment.	<input type="checkbox"/> Never <input type="checkbox"/> Infrequently <input type="checkbox"/> Somewhat Frequently	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No			

Attachment A

	1	2	3	4	5	6	7	8
#	Essential Function	Frequency	Importance	Needed at Entry	Added in Last Year	% of time Spent on Task	Where Does Work Come From	Work with Whom to Complete
		<input type="checkbox"/> Frequently <input type="checkbox"/> Very Frequently	<input type="checkbox"/> Critical					

Attachment A

2B: Occasional Functions/Special Tasks & Duties

List other tasks/duties not listed in Section 2A that are performed occasionally as part of the job. If you need more space, attach additional pages.

Frequency: indicate the number of times per week/month/quarter/year etc., or number of hours per week/month etc.

#	Occasional/Special Function	Frequency	Added in Last Year
1			<input type="checkbox"/> Yes <input type="checkbox"/> No
2			<input type="checkbox"/> Yes <input type="checkbox"/> No
3			<input type="checkbox"/> Yes <input type="checkbox"/> No
4			<input type="checkbox"/> Yes <input type="checkbox"/> No
5			<input type="checkbox"/> Yes <input type="checkbox"/> No

SECTION 2C: SIMILAR DUTIES PERFORMED BY OTHERS

Do any other employees perform duties similar/identical to this job? If so, list their names and titles.

#	Employee	Title
1		
2		
3		
4		
5		

Attachment A

Are there any additional **essential function** statements that need to be added or clarified? Please list them in the area below.

Attachment A

SECTION 3: KNOWLEDGE/SKILLS/ABILITIES

Please, do not edit the pre-populated statements. Space is provided after each table to add additional. You may also attach additional information if you wish.

After reading each of the Knowledge, Skill, and Ability (KSA) statements on the following pages, rate each statement on the following:

- **Importance:** How important is this KSA for successfully performing your job?
 - **Not important.** This KSA is not important to successful performance.
 - **Minor importance.** This KSA is of minor importance to successful job performance.
 - **Important.** This KSA is important for successful performance.
 - **Critical.** This KSA is essential to the job and is critically important to successful performance.
- **Needed at Entry:** Is this KSA needed upon entry into this job? In other words, must an individual be competent in a particular area before entering the job, or is an individual expected to gain competence through training or experience on the job.
 - **No** = Successful job performance does not require proficiency in this KSA prior to entry. Competence in this area must be developed over time through training or experience on the job.
 - **Yes** = Successful job performance requires this KSA prior to entry. Competence in this area is difficult to acquire, and job demands require this KSA soon after hire (for example, in the first week or so).
- **Distinguishing Value:** Beyond a minimally required level, do employees who have greater competence in this KSA perform more effectively than employees who are less competent in this KSA?
 - **No** = Success in this job does not require proficiency in this task prior to entry. Job demands allow a newly hired person to acquire task proficiency through training or experience on the job.
 - **Yes** = Success in this job requires experience performing this task prior to entry. Job demands require task proficiency soon after hire (for example, in the first week or so) and there is no opportunity to learn to perform this task through training or experience on the job.

Attachment A

Knowledge				
#	Knowledge Statement	Importance	Needed at Entry	Distinguishing Value
1	Office procedures and practices including filing and preparation of business correspondence, forms and reports.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Proper business English usage, spelling, grammar and punctuation.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Principles and practices of supervision and training.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	In-depth knowledge of Microsoft Office Suite and other standard office software systems.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Attachment A

Are there any additional **knowledge** statements that need to be added? Please list them in the area below.

Attachment A

Ability				
#	Ability Statement	Importance	Needed at Entry	Distinguishing Value
1	Exercise extreme discretion when working with confidential and/or sensitive material and topics.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Maintain composure in stressful situations, communicating with the public, Board members and staff in a calm, respectful manner.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
3	Type at a corrected rate of 55 words per minute.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
4	Operate standard office equipment, including electronic typewriter, computer, photocopies, calculator and transcribing machine.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
5	Compose clear, concise reports and correspondence using proper formatting, English grammar, punctuation and spelling.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
6	Effectively communicate both orally and in writing. Take minutes and record discussion and actions at meetings and public hearings.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
7	Perform varied, difficult secretarial work requiring accuracy and speed. Establish and maintain effective working relationships with the public, Santa Cruz METRO employees and others.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
8	Work independently in the absence of specific instructions.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
9	Research, locate, compile and summarize data.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
10	Coordinate complex, administrative and legally required functions with District Counsel.	<input type="checkbox"/> Not Imp. <input type="checkbox"/> Minor Imp. <input type="checkbox"/> Important <input type="checkbox"/> Critical	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

Attachment A

Are there any additional **ability** statements that need to be added? Please list them in the area below.

Attachment A

SECTION 4: QUALIFICATIONS

1. Does the statement below accurately describe the minimum education/experience requirements for entry into this classification?

YES NO

Any combination of training and experience equivalent to five years responsible executive reporting level administrative/secretarial experience. A four-year undergraduate degree preferred.

Must possess and maintain a valid driver's license. Must be able to operate a vehicle.

If **no**, please provide the below information.

2. **Education:** Check the education that is minimally required to perform the job:

- | | |
|--|---|
| <input type="checkbox"/> Less than High School | <input type="checkbox"/> Undergraduate Degree |
| <input type="checkbox"/> High School Diploma or Equivalent (GED) | <input type="checkbox"/> Graduate Degree |
| <input type="checkbox"/> Technical School | <input type="checkbox"/> Doctorate Degree |
| <input type="checkbox"/> Associate's Degree | |

3. **Experience:** Check the years of experience that is needed to proficiently perform the job:

- | | |
|---|---|
| <input type="checkbox"/> No experience needed | <input type="checkbox"/> 3 years |
| <input type="checkbox"/> 6 months or less | <input type="checkbox"/> 4 years |
| <input type="checkbox"/> 1 year | |
| <input type="checkbox"/> 2 years | <input type="checkbox"/> Other: <input type="text"/> (enter length of time and specify months/year) |

4. **Additional Education or Experience:** Describe any specific education and/or previous work experience required to perform the job. (For example, what type of background would you expect a successful job applicant to have?)

5. Does the job require a Driver's License?

YES NO

If yes, specify type:

6. **Licenses & Certifications:** Please list any other licenses or certificates required by law or your employer to perform your job.

Attachment A

Santa Cruz Metro
Final Classification Study Report

#	License or Certificate	Required by:	
		Law	Employer
1		<input type="checkbox"/>	<input type="checkbox"/>
2		<input type="checkbox"/>	<input type="checkbox"/>
3		<input type="checkbox"/>	<input type="checkbox"/>
4		<input type="checkbox"/>	<input type="checkbox"/>
5		<input type="checkbox"/>	<input type="checkbox"/>

Attachment A

7. **Equipment Used:** List electronic equipment, software, machines, tools, instruments, equipment, protective or vehicles used in performing the essential duties of the job. Give the percent of time spent in use or operation for each.

#	Equipment	% of Time	#	Equipment	% of Time
1			6		
2			7		
3			8		
4			9		
5			10		

SECTION 5: IMPACT AND SCOPE

1. **List services and/or any work products directly generated as a result of the tasks and duties performed** (e.g., policies, guidelines, budgets, reports, letters, memos, computer-generated printouts, profit and loss statements, etc.). List the receiver of each of these services/work products.

#	Services/Work Product(s)	Receiver(s)
1		
2		
3		
4		
5		

Attachment A

2. **Boards, Commissions, and/or Standing Committees:** List Boards, Commissions, and/or Standing Committees assigned as part of the duties of the position and indicate the participatory role by checking the appropriate box.

#	Board / Commission / Committee	Receiver(s)			
		Chair	Member	Executive Officer	Staff Support
1		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. **Internal contacts:** List persons within the organization, other than the direct supervisor and any direct subordinates, with whom there is regular contact while performing the duties of the position. Briefly describe the purpose (for example, to exchange information, make recommendations, make decisions, resolve conflicts) for these contacts and the frequency of their occurrence (e.g. daily, weekly, monthly, quarterly, annually).

#	Internal Contact(s)	Purpose(s)	Frequency
1			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
2			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
3			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
4			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
5			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly

Attachment A

4. **External contacts:** List the contacts regularly made with persons who are external to the organization while performing the duties of the position. Describe the purpose (for example, to exchange information, make recommendations, make decisions, resolve conflicts) of those contacts and the frequency of their occurrence (e.g. daily, weekly, monthly, quarterly, annually).

#	External Contact(s)	Purpose(s)	Frequency
1			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
2			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
3			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
4			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly
5			<input type="checkbox"/> Daily <input type="checkbox"/> Quarterly <input type="checkbox"/> Weekly <input type="checkbox"/> Annually <input type="checkbox"/> Monthly

Attachment A

SECTION 6: AUTHORITY

1. Check the box which most closely describes the level of discretion and independent judgment that correlates to the level of authority assigned to the position for each listed work activity. Where there are options listed for organization/department/division/section, please circle the level within the organization for which the authority and/or independent judgment is exercised.

Work Activity	No Authority	Recommend	Within Prescribed Guidelines	On Own Authority	Frequency (Daily, Weekly, Monthly)
Determine long-term strategic planning objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop policies and procedures for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Change/re-direct policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement policies and procedures for the organization/ department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Determine and develop goals and objectives for the organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Implement goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Acquire resources needed to accomplish goals and objectives for the organization/ department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for own position	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish and organize work priorities and processes for other positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish operational and/or capital budget amounts for organization/department/division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					
Manage/administer operational and/or capital budget amounts for organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					
Monitor operational and/or capital budget amounts for organization/department/ division/section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Annual budget amount:					
Authorized expenditure level per occurrence assigned to your position:					

Attachment A

2. **Authority:** What level of authority does the position have to ensure compliance with laws, codes, and standards?

For example:

- The position can halt construction work if work is found to be out of compliance with standards.
- The position issues warnings to residents. After two warnings, the position initiates legal action by...
- The position arrests individuals breaking the law.

What corrective action is taken if there's noncompliance or substandard conditions are detected? What options are there?

Attachment A

3. **Budget:** Are there any duties and responsibilities in the organization budget process (e.g., plan, model, prepare, review, monitor, approve, etc.)?

YES NO

If yes, describe the duties and responsibilities below:

Amount of operating budget for which the position is responsible, if any

4. **Project budgets:** Are there any capital budget responsibilities (e.g. plan, prepare, monitor, approve, etc.)?

YES NO

#	Project Title	Roles/Duties	Project Amount (\$)
1			
2			
3			
4			
5			

Attachment A

SECTION 7: SUPERVISION/DIRECTION

Supervision/Direction Received

1. Please select **one** of the following type and amount of supervision that best describes the type and amount of supervision that the position receives.

- Supervisor frequently checks job activities.
- Works alone on routine or regular work assignments and checks with supervisor on non-routine assignments or when in doubt as to the correct procedures to follow.
- Receives occasional supervision while working toward a definite objective that requires use of a wide range of procedures. Plans and/or determines specific procedures or equipment required to meet assigned objectives, and solves non-routine problems. Refers only unusual matters to supervisor.
- Works from broad policies and towards general objectives. Refers specific matters to superior(s) only when interpretation or clarification of organizational policies is necessary.
- Works from general directives or broadly defined missions of the organization.

2. From whom are work assignments received?

#	Work Assignment(s)	Assigned By	Title
1			
2			
3			
4			
5			

3. How is work checked in order to discover/eliminate errors?

Attachment A

Supervision/Direction Given

1. Does the position directly supervise employees?

YES NO

Indicate the total number of employees supervised directly: _____

and indirectly: _____

2. Does position perform "Lead" duties?

(Lead duties generally include providing training and/or ongoing guidance to staff; assigning and monitoring work; and assisting in providing information to the supervisor in areas such as employee selection, performance evaluations, and coverage schedules. Lead workers are typically not responsible for hiring/firing, corrective action, or preparing performance evaluations though they may provide input for the evaluations.)

YES NO

3. List the employees directly supervised or lead (include name, classification, and status). If position supervises or leads more than ten employees, list only the job titles and number of people supervised:

Status

- FTE = Full-time Employee
- PTE = Part-time Career or Part-Time Contract Employee (seasonal/intermittent)
- TEMP = Temporary or Contract Employee

#	Job Title	Name(s)	# FTE	# PT/TEMP
1				
2				
3				
4				
5				

Attachment A

4. **What type of supervision/lead is provided?** Please select all of the supervisory/lead duties performed, the level of authority, and indicate whether the activity is performed for employees, non-employees (e.g. contractors), or both.

Duty	No Authority	Recommend	With Prior Approval	On Own Authority	Employee or Non-Employee
Train others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Hire employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan and/or schedule work for others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others on specific projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assign or delegate work to others on a daily basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Monitor work of others on specific projects or on a daily basis (please specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Establish rules, procedures, and/or standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Approve overtime and/or leave	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Evaluate performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Take corrective action	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Resolve complaints and/or grievances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

SECTION 8: PLANNING/DECISION MAKING

1. If the position develops or assists in developing policies or procedures for the functional area, or the organization as a whole, describe this activity below. Indicate whether for unit, division, department, or agency-wide.

2. List any formal guidelines, standards, regulations, etc. within which the job must be performed. Are there conflicting guidelines? How are conflicts resolved? Do guidelines change frequently? Please give an example.

3. Describe the kinds of decisions or problems that occur on a regular basis:

Approved or resolved by position:

Referred upward to supervisor or manager:

Attachment A

EMPLOYEE'S STATEMENT

If there are other aspects of your job not covered in this questionnaire that are important in understanding your job content, please describe below.

Important Note: You may also attach additional information or pages if needed. This includes any previous PDQs or job related documents.

By checking this box, I certify that I am the individual named below who has completed this questionnaire.

Printed Name:

Classification Title:

Signature:

Date:

You have completed the employee section of the Classification Questionnaire.

Please send to your immediate supervisor for review.

Thank you for your participation!

Attachment A

DIRECT SUPERVISOR STATEMENT

After reviewing this employee's questionnaire carefully to see that it is accurate and complete, please fill out Items 1-8 below.

Do not fill in these items unless you supervise the employee directly. Your certification below means that you accept responsibility for the accuracy and completeness with which the entire questionnaire describes the duties and responsibility of the job.

If the Employee's Statement does not express your view of the duties, responsibilities and essential functions that you have assigned the employee, please clarify or elaborate below. **Please allow your employees to review your responses if they request to see them.**

There are two essential cautions you should observe:

- **Under no circumstances** should the employee's entries in the Employee's Statement section be altered.
- Do not make any statements or comments about the employee's work performance, competence, or qualifications. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

1. Does the **job summary/definition** of the classification accurately reflect the general responsibilities and work performed by this classification? If not, please clarify.

2. Do you agree with the **essential tasks** and the ratings provided by the employee? If not, please clarify.

3. Do you agree with the **knowledge/skill/ability (KSAs)** statements and the rating provided by the employee? If not, please clarify.

Attachment A

4. Do you agree with **education/experience** statement? If not, please clarify.

5. Do you agree with **licenses/certification** statement? If not, please clarify.

6. What additional information should be considered in evaluating the appropriate classification for this position?

8. Is reorganization or other changes planned or taking place in your organization that will impact the content or level of this job?

By checking this box, I certify that I supervise the employee who has completed this questionnaire.

Printed Name:

Classification Title:

Signature:

Date:

Attachment A

CEO STATEMENT

After reviewing this employee's questionnaire carefully to see that it is accurate and complete, please complete the items below.

Do not fill in these items unless you are the applicable Department Head. Your certification below means that you accept responsibility for the accuracy and completeness with which the entire questionnaire describes the duties and responsibility of the job.

If the Employee's Statement does not express your view of the duties, responsibilities and essential functions that you have assigned the employee, please clarify or elaborate below. **Please allow your employees to review your responses if they request to see them.**

There are two essential cautions you should observe:

- **Under no circumstances** should the employee's entries in the Employee's Statement section be altered.
- Do not make any statements or comments about the employee's work performance, competence, or qualifications. This questionnaire will be used to evaluate the duties that constitute the **position**, not the performance or qualifications of the **employee**.

After you have reviewed this questionnaire and completed this page, please save this document and send to ***classandcomp@cpshr.us***.

Do you agree with the other information given by the employee and/or immediate supervisor?

YES NO

If not, please clarify:

Printed Name:

Signature:

Classification Title:

Date:

Appendix B: Employees Interviewed During the Study

Attachment A

CLASSIFICATION INTERVIEW SCHEDULE

July 6, 2017

9:30	Harlan Glatt	Senior Database Administrator
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July 10, 2017

8:15	Eddie Benson	Maintenance Manager
9:30	Ciro Aguirre	Chief Operating Officer
10:45	Erron Alvey	Purchasing Manager
1:00	Daniel Zaragoza	Assistant Superintendent
2:15	April Warnock	Paratransit Superintendent
3:30	Anna Marie Gouveia	Fixed Route Superintendent

July 11, 2017

8:15	Angela Aiken	Finance Manager
9:30	Debbie Kinslow	Assistant Finance Manager
1:00	Isaac Holly	Information Technology Manager
2:15	Barrow Emerson	Planning and Development Manager
3:30	Jaron West	Database Administrator

July 14, 2017

9:30	Gina Pye	Executive Assistant
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Appendix C: Executive Assistant

Attachment A

Class Code: 1100-AS65

FLSA Status: Exempt

Executive Assistant Management

DEFINITION:

Under minimal direction, an Executive Assistant performs a variety of administrative support functions related to overseeing the activities and operations of Santa Cruz METRO's Administrative Department; serves as recording secretary to the Board of Directors; communicates with governmental agencies, attorneys, community groups and others to exchange information, schedule meetings and coordinate activities; acts as a liaison between the CEO/GM and the Board, other employees, and outside agencies; acts as a representative for Santa Cruz METRO at various internal and public functions; supervises, assigns, monitors and evaluates the work of the departmental clerical staff. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Executive Assistant is distinguished from other administrative support classes by the higher degree of confidentiality, independent judgment required; a thorough knowledge of governmental, department, and public meeting/Boards procedures and policies; and the ability to choose among a number of alternatives in performing a variety of complex assignments without instruction and in scheduling and completing work. Incumbents routinely handle highly confidential and sensitive information; may serve as staff support on internal and external committees, may have budget preparation and administration responsibility; and may represent the organization as required.

Incumbents in this class are distinguished from other administrative support by the primary responsibility of administrative support to the CEO/General Manager and Board of Directors. Work involves the highest degree of confidentiality, independent judgment and knowledge of organizational-wide, governmental policies and procedures.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

CEO/GM Administrative Assistance

- Functions as an executive administrator to the CEO/General Manager relieving him/her of administrative details.
- Maintains appointment calendar for the CEO/General Manager and members of the Senior Leadership Team (SLT), ensuring timeliness and responsiveness of matters requiring CEO/General Manager approval.
- Composes public and confidential business correspondence on behalf of the CEO/General Manager from minimal information or written drafts.
- Creates Power Point presentations on behalf of the CEO/General Manager and other members of the Senior Leadership Team.
- Ensures activities of the CEO/General Manager adhere to agency policies, procedures,

Attachment A

and proper protocol. Implements programs, policies, systems and procedures in accordance with financial and operating plans.

- Represents the CEO/General Manager at various meetings as assigned with sensitivity to a politically socio-economic and culturally diverse community.
- Establishes and assists in maintaining contact and communications with individuals, groups and associations within the agency and the community.
- Administers agency's AB1234 Ethics Certificates, conflict of interest code, and acts as agency's filing officer for Form 700 relating to submittals by agency employees and Board members/alternates to ensure compliance with the State Fair Political Practices Commission Requirements.
- Ensures compliance with Brown Act.
- Performs public records management and document control.

Board of Director Assistance/Liaison

- Maintains meeting/appointment calendar for the Board of Directors and the Committees.
- Takes minutes at regular and special Board meetings, Standing Committee and (as appropriate) Ad Hoc Committees, takes and transcribes notes from oral presentations, meetings and machine dictation.
- Prepares the monthly Board and committee meeting agendas in accordance with the CEO/General Manager and General Counsel's item review and selection.
- Oversees the administrative support of the METRO Advisory Committee (MAC).
- Coordinates the preparation and delivery of board packets.
- Coordinates all aspects of the Board, agenda and Board reports process.
- Coordinates public and private business correspondence in support of the Board of Directors.
- Creates Power Point presentations in support of the Board of Directors.
- Monitors Board actions including the coordination for executing contracts, publishing resolutions and ordinances, advising management and staff of Board actions and carrying out legally required procedures, to ensure timely and appropriate responses.
- Coordinates and participates in the orientation of newly appointed city/county representatives to the Board and its committees as it relates to Board Operations and requirements.
- Ensures Board members are properly reimbursed for participation in METRO-related meetings via the monthly compensation process.
- Ensures METRO's website is updated with Board information.

Office Administration

- Schedules appointments and meetings and assists in the design of presentations for meetings.
- Proof reads and edits outgoing business correspondence.
- Supervises, trains, assigns, and monitors the work of the departmental clerical staff and evaluates performance.
- Establishes procedures for departmental clerical staff including incoming and outgoing

Attachment A

mail, screening calls and maintaining files and records.

- Coordinates and staffs various Santa Cruz METRO team meetings.
- Develops, maintains, and updates complex manual and automated recordkeeping systems.
- Prepares estimates of office supplies and equipment and assists in the preparation of the preliminary budgets for Administration, Safety and Legal Departments.
- Monitors the Administrative Department budget.
- Assists in researching and recommending office equipment.
- Operates a variety of office and business machines including computer equipment.

Special Projects

- Independently researches and prepares reports and confidential documents and correspondence.
- Responsible for the coordination of research projects, data collection, and the development of reports on behalf of the CEO/General Manager, Board and agency.
- Coordinates all employee and Board business travel arrangements for Santa Cruz METRO.
- Distributes and advertises legal notices and other legal advertising.
- Coordinates and executes special projects and assignments.

EMPLOYMENT STANDARDS:

Knowledge of:

- Office procedures and practices including filing and preparation of business correspondence, forms and reports.
- Proper business English usage, spelling, grammar, and punctuation.
- Principles and practices of supervision and training.
- In-depth knowledge of Microsoft Office Suite and other standard office software systems.

Ability to:

- Type at a corrected rate of 55 words per minute.
- Operate standard audio visual and office equipment, including electronic typewriter, computer, photocopies, calculator, and transcribing machine.
- Develop and administer office procedures and practices.
- Exercise extreme discretion when working with confidential and/or sensitive material and topics.
- Maintain composure in stressful situations, communicating with the public, Board members and staff in a calm, respectful manner.
- Prepare business correspondence, forms, and reports.
- Compose clear, concise reports and correspondence using proper formatting, English grammar, punctuation, and spelling.
- Effectively communicate both orally and in writing.
- Develop and use effective methods for filing and retrieving documents.
- Take minutes and record discussion and actions at meetings and public hearings.

Attachment A

- Perform varied, difficult secretarial work requiring accuracy and speed.
- Establish and maintain effective working relationships with the public, Santa Cruz METRO employees, Santa Cruz METRO Board members, and others.
- Work independently in the absence of specific instructions.
- Research, locate, compile, and summarize data.
- Coordinate complex, administrative, and legally required functions with District Counsel.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Any combination of training and experience equivalent to five (5) years' responsible executive reporting level administrative experience. A four-year undergraduate degree preferred.

AND

Two (2) years of experience supervising administrative/clerical personnel.

Knowledge of basic office equipment and personal computers. Familiarity with software programs such as Microsoft Office Suite, to include Word, Excel, Access, PowerPoint etc. A working knowledge of software such as Adobe Acrobat, SmartSheet, Visio, and web-based publication software is beneficial.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 10 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Attachment A

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work, including frequent contact with customers and/or the public and dissatisfied/abusive individuals.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

- *Adopted: November 2017
- *BOD Approved: 00-00-00
- *Revised: 00-00-00
- *Job Family: Professional - Administration

Appendix D: Information Technology and Intelligent Transportation Systems Director

Attachment A

Class Code: 1400-OA54

FLSA Status: Exempt

Information Technology and Intelligent Transportation Systems Director Management

DEFINITION:

Under direction from the CEO/GM, the Information Technology and Intelligent Transportation Systems Director plans, organizes, directs, and participates in the programs and activities of the IT Department, including upgrades, repair, and maintenance of IT systems, including servers, applications, and databases. The Chief Information Technology and Intelligent Transportation Systems Officer is responsible for leading the agency and the IT Department in the overall investment in and deployment of information technology, consistent with a broad, enterprise-wide definition of information technology. As a leader, he/she is expected to work collegially with his/her peers and all users across the organization and help establish the agenda for technological change at the Agency. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct the information systems and transportation intelligence activities; to provide technical and professional technology direction to other Department Managers. Oversees and directs all activities of the Information Technology and Transportation Intelligence Division, including day-to-day technical operations, short- and long-range, strategic planning, budgeting and project management.

The Information Technology and Intelligent Transportation Director is distinguished from other IT staff wherein the incumbent serves as the department head or director of the Information Technology and Transportation Intelligence Division.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Directs, analyzes, develops and maintains the information technology environment, including operating systems, application software, computer hardware and peripherals, and data communication hardware and software.
- Reviews overall performance of Agency's computer needs and recommends long-term improvements based on formal and informal needs assessment.
- Prepares written reports to staff and to the Board of Directors, and makes presentations.
- Represents the Agency at various meetings.
- Manages the IT Department budget.
- Recommends and/or approves Agency's purchases for computer related equipment and software.
- Confers with users to assist in determining the feasibility of developing specific applications, resolving procedural difficulties, formulating software objectives, and establishing problem definitions.
- Prepares and maintains program development records, program documentation, and operational procedures.

Attachment A

- Develops, directs, and participates in providing employees with training programs in data access and data entry by using new software products and advanced programming techniques.
- Coordinates the formulation of policies which govern the development and operations of the Management Information System and assists in the development of user procedure manuals.
- Prepares studies with recommendations regarding current and proposed software and hardware. Develops appropriate software and hardware specifications necessary to support specific projects.
- Supervises and trains IT Department personnel.
- Serves as the Intelligent Transportation Systems (ITS) Officer, leading all bus technology-related projects.
- Serves as the cyber-security officer for the agency.
- Supervises the work of computer contractors and evaluates and negotiates contract change orders.
- Ensures the security of information and equipment, access to data files, and develops recovery and back-up procedures for software systems.
- Directs and participates in the process of needs assessment and analysis of business problems to formulate data processing applications including identification and evaluation of computer processing alternatives, preparation of testing new or revised systems, developing modifications to programs to simplify work flow, reducing processing time and costs, and ensuring accuracy.
- Directs and participates in the installation, maintenance, development and programming of software programs.
- Confers with users to assist in determining the feasibility of developing specific applications, resolving procedural difficulties, formulating software objectives, and establishing problem definitions.
- Coordinates the formulation of policies which govern the development and operations of the Management Information System and assists in the development of user procedure manuals.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- IT administration, including UNIX style operating systems.
- PC server operating systems such as Windows Server.
- Information system design and analysis techniques.
- The design and operation of data processing hardware and software, specifically data communications hardware and Unix Operating Systems.
- The operation and capabilities of mini- and micro-computer hardware and software, including advanced technologies.
- The principals and methods of technical writing and basic statistical reporting.
- The principles and practices of supervision.

Ability to:

- Analyze, evaluate, and develop systems and procedures.

Attachment A

- Coordinate work activities with Agency staff and management and maintain effective working relationships with others.
- Supervise, train, and evaluate the work of subordinates.
- Ability to work independently on various projects simultaneously under deadline conditions.
- Assess Agency's IT needs based on experience and conferences with users.
- Effectively interface with computer users.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college or University in computer science, mathematics, public, or business administration or closely related field, supplemented by coursework in information technology related studies if not computer science degree

AND

Eight (8) years professional level experience in related computer fields and management, which should include system administration, computer programming and technical administration, including two (2) years supervision. Public Agency experience preferred.

Advanced knowledge of office equipment and personal computers. Familiarity with organizational software and hardware needs and uses. Knowledge of various operating systems including UNIX and Windows Server.

Note: A Master's degree from an accredited college or University in computer science, mathematics, public, or business administration or closely related field may be used to substitute up to two (2) years of professional level experience as stated above, but cannot be used in lieu of two (2) years supervision requirement.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Attachment A

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted:	November 2017
*BOD Approved:	00-00-00
*Revised:	00-00-00
*Job Family:	Professional –Information Technology

Appendix E: Database Administrator & Senior Database Administrator

Attachment A
HUMAN RESOURCES DEPARTMENT
Santa Cruz METRO

Class Code: 1500-P96/P94
FLSA Status: Exempt

Database Administrator
Senior Database Administrator
Management

DEFINITION:

Under the direction of the Information Technology and Intelligent Transportation Systems Director (IT Director) the Data Base Administrator (DBA) administrates vendor enterprise software and underlying databases, website content, web server software, website CMS software/database, and provides technical support and other duties as required. The DBA closely coordinates with management, staff and vendors to identify emerging software needs and implement solutions.

Duties can include: custom software and database design and development, software updates, responding to support tickets from staff and public, maintaining various export/import scripts, report development, systems integration, performance tuning, development of security and backup strategies, analysis and research, process improvements, technical writing, procedure documentation, and project management. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

While the DBA and the Sr. DBA positions require the same skill set stated in Employment Standards, the DBA position receives daily direct supervision from the Sr. DBA, and formally reports to the IT Manager.

As knowledge and skill increases, the DBA performs work more independently. The DBA must be experienced in the foundation of database and software programming and design techniques and be able to independently troubleshoot and solve complex problems.

The Sr. DBA position is distinguished by the acquired in-depth experience and expert knowledge of all Santa Cruz METRO software systems and publications, familiarity with organizational procedure and workflow, and provides supervision to lower-level staff. The Sr. DBA supports the IT Director in various Intelligent Transportation Systems (ITS) projects, is the Lead in developing a data warehouse, and assists/leads in new software (ERP) scoping, procurement and integration.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Installs, configures, maintains, and monitors performance of database platforms and associated and applications.
- Stages, tests, and deploys software updates; maintains user access to software applications.
- Verifies and improves data security, fault tolerance, and backup/recovery.
- Develops and modifies database reports for all departments as required.
- Provides training and technical assistance to staff.
- Consults with vendors to resolve technical issues.
- Prepares technical specifications for procurements.

Attachment A

- Performs quarterly schedule publication to print and web media and maintains related export/import scripts and documentation.
- Leads projects or portions of projects coordinating staff, consultants, and vendors.
- Generates long-term plans for database migration and data-warehousing strategies.
- As directed, completes minor budgeting and procurement activities, email memoranda, or technical reports.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Windows Server administration fundamentals.
- UNIX/LINUX and standard shell scripting.
- Working knowledge of MS SQL Server and MySQL administration.
- In-depth knowledge of relational database architecture, including table structure, data types, joins, views, triggers, permissions, advanced queries, ETL, data warehousing.
- Fault tolerance and backup and recovery strategies.
- Crystal Reports and MS Report Writer using ODBC.
- Software application design and development in major modern languages.
- Technical writing practices and procedure.

Additional Knowledge desirable, but not required:

- Apache Web Server configuration.
- Joomla CMS component and template development in PHP/HTML5/CSS3.
- Browser debugging tools.
- Mobile Application design basics for IOS and Android.
- Adobe Indesign suite (Indesign/Illustrator/Photoshop) as related to publication.
- Adobe Acrobat tools general usage and as related to Accessibility.

Ability to:

- Install and maintain vendor database applications, and maintain relations with vendors.
- Design, develop, modify and implement complex relational database systems.
- Independently analyze and troubleshoot software problems.
- Write user procedures in concise plain language.
- Document IT procedures in sufficient technical detail.
- Establish and maintain cooperative working relationships with management and staff, and the public as needed.
- Work with staff to define software requirements to be applied to procurements.
- Research and learn new technology as required.
- Write technical reports.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college or University in computer science, computer engineering, management information systems or closely related field.

Attachment A

Knowledge of office equipment and personal computers. Familiarity with organizational software and hardware needs and uses. Knowledge of various operating systems including UNIX and Windows Server.

For promotion to the Senior DBA position, the DBA must have four (4) years of progressively advancing database administration functions. A minimum of two (2) years of experience at Santa Cruz METRO is highly desirable.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

Attachment A

*BOD Approved: 00-00-00
*Revised: 00-00-00
*Job Family: Professional

Appendix F: Chief Financial Officer (CFO)

Attachment A

Class Code: 1200-OA12

FLSA Status: Exempt

Chief Financial Officer (CFO) Management

DEFINITION:

Under policy direction from the Chief Executive Officer/General Manager, the Chief Finance Officer plans, develops, organizes, manages, and directs the Agency's financial activities and functions and administrative policies and procedures. This position oversees budgeting, accounts receivable and accounts payable, general ledger, revenue accounting, financial grant administration, insurance administration, general project management, payroll, property management of leases, asset accountability, audits, financial reporting, best practices, efficiency optimization, and complex special projects assigned by the CEO/General Manager. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct centralized accounting and financial administration programs; to provide financial and budgetary direction to other Department Managers. Oversees and directs all activities of the Finance Department, including day-to-day financial operations, short- and long-range, strategic planning, and budgeting.

The Chief Financial Officer (CFO) is distinguished from the Finance Deputy Director wherein the CFO serves as the department head or director of the Finance Department.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Responsible for assisting the CEO/General Manager in planning, developing, organizing, managing, and directing the implementation of the Agency's financial and policies and procedures.
- Provides highly complex and accurate financial oversight and analysis to the Board, CEO and Santa Cruz METRO departments. Plans, develops, and manages the financial, accounting, budget and payroll functions and assists in the financial management of grants. Performs property management of all Santa Cruz METRO facilities and spaces.
- Acts as the Disadvantage Business Enterprise Liaison Officer (DBELO) for Santa Cruz METRO.
- Directs and supervises Finance Department activities.
- Responsible for selecting, supervising, motivating, and evaluating supervisory, professional and support staff.
- Prepares various budgetary financial reports regarding revenue, cash management, expenditures, and the financial Management Information Systems (MIS).
- Develops budget monitoring and encumbrance systems and assists Agency personnel in preparation and control of departmental budgets.
- Establishes internal controls and balancing procedures; maintains audit trail.
- Communicates with Agency accounting, audit, and insurance contractors.
- Directs MIS development and implementation.

Attachment A

- Oversees implementation of written procedures of best practices and optimizes efficiency for the Agency.
- Analyzes revenue and expense trends and makes projections of budget impacts.
- Serves as internal auditor for a variety of fiscal, performance, and administrative audits.
- Functions as contract administrator for a wide variety of fiscal and performance audits.
- Conducts research and performs analysis activities on the cost effectiveness and cost/benefits of various projects and programs.
- May serve on behalf of the CEO/General Manager in his absence from the Agency.
- Works to establish a collaborative relationship with the unions and may participate in Labor/Management committees, problem solving, and the resolution of grievances.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of public organization, administration, business management, public sector budgeting, financial accounting, cash management, and auditing.
- Generally accepted accounting principles (GAAP) and budgetary management principles and practices.
- Financial reporting procedures.
- Principles and practices of employee supervision, training, development, effective discipline and personnel management.
- Principles and techniques of management analysis, public administration, organizational and personnel management and development, supervision, and budget development and monitoring.
- Governmental administration, operations, processes, rules and regulations.
- Principles and practices of accounting, auditing, and public finance, including budget preparation and control (capital and operating budgets); funding of major projects (enterprise funds); systems management; procurement and contracts; financial administration; planning and forecasting; and operational and cost accounting.
- Public sector and/or transit collective bargaining, employee representation rights, management rights, unfair labor practices, and typical provisions of collective bargaining agreements.
- Regulations and guidelines governing public agency procurement, accounting, and finance.
- Supervision principles.

Ability to:

- Plan, develop, organize, direct, implement, and evaluate innovative programs and projects.
- Manage and streamline multiple, concurrent administrative, financial and budgetary assignments, while balancing competing priorities.
- Communicate clearly and effectively, both orally and in writing; persuade, justify, and project consequences of decisions and/or recommendations.
- Take initiative, reason logically, and be creative in developing and introducing new ideas.
- Prepare and present clear, concise and comprehensive oral and written reports.
- Build effective interpersonal working relationships with staff, peers, Board, public, transit agency and financial counterparts.
- Delegate, coach, motivate and counsel staff.

Attachment A

- Make sound decisions consistent with the Agency's goals and strategic business plan.
- Promote and implement the vision, mission, and core values of Santa Cruz METRO.
- Work in an environment requiring strong discipline and attention to detail.
- Analyze and evaluate complex administrative, financial and fiscal problems, recommend and implement alternative solutions to complex issues.
- Develop policies and procedures to improve the operations and functions of the Agency.
- Prepare, develop, and administer complex budgets.
- Identify problematic issues; evaluate, analyze, interpret, recommend and implement alternative solutions to complex financial and administrative problems, issues, rules, procedures, and legislation.
- Develop and administer external and internal financial and administrative reporting activities.
- Effectively manage the agency's short-term and long-term cash flow.
- Communicate and work effectively with and provide support to staff, managers, elected and appointed government officials, business and community organizations, and various interest groups in the pursuit of the Agency's goals and mission.
- Effectively represent the Agency before the Board of Directors, City Councils, and other Federal, State, local, and regional agencies, Boards and Commissions, and in public meetings and hearings.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Master's degree from an accredited college in accounting, finance, business administration, public administration, or a closely related field.

AND

Eight (8) years professional experience in financial, accounting, budget, or finance and business administration experience, including four (4) years supervisory experience, preferably in a public agency.

NOTE: Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA).

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

Attachment A

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts collaboratively with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

- *Adopted: November 2017
- *BOD Approved: 00-00-00
- *Revised: 00-00-00
- *Job Family: Professional-Finance

Appendix G: Finance Deputy Director

Attachment A

*Class Code: 1200-P80
FLSA Status: Exempt*

Finance Deputy Director Management

DEFINITION:

Under direction of the Chief Financial Officer (CFO), the Finance Deputy Director is responsible for planning, organizing, administering, and coordinating various financial activities, including accounting, budgets, audits and financial reporting, payroll, grants, and insurance; conducting research and analysis for management programs and projects; supervising assigned staff. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Finance Deputy Director is the second in command, responsible for the daily operations within the Finance Department. Receives direction from the Chief Financial Officer. Exercises general direction over the accounting staff.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Develops, implements, administers, and maintains accounting, budget control, and reporting operations and systems for Agency fiscal operations.
- Develops and communicates administrative policy guidelines and procedures for budgeting; coordinates the distribution of budget reports and forms; provides administrative and technical advice and assistance to staff, other departments, outside agencies and the public regarding Agency fiscal activities, operations, requirements and standards.
- Actively participates in all meetings and projects coordinated by the CEO in which there are financial considerations.
- Creates capital budget and monitors operating and capital improvement expenditures.
- Administers the agency's capital asset management program.
- Assists in developing the annual Agency budget including departmental budgets; reviews and analyzes budget proposals.
- Participates in the preparation of periodic and annual financial statements and other reports for Agency management and other agencies.
- Researches and studies investment opportunities; conducts research and analyses for management activities, recommendations, programs and projects.
- Analyzes cash flow; maintains related records; processes bank transfers; prepares financial statements; and makes written and oral presentations.
- Plans, coordinates, schedules, assigns, and supervises assigned departmental staff; participates in employee selection, training, and conducts performance evaluations.
- Supervises Agency accounting, payroll, audit and financial reporting functions.
- Prepares, administers, and monitors budgets.
- Conducts audits and prepares project administration reports for Federal, State, and regional agencies.

Attachment A

- Administers grants by monitoring grant expenditures, preparing reports, processing bank transfers, and reviewing claims for reimbursement other from departments.
- Reviews claims to assure program compliance and maintains related records and reports.
- Manages the Purchase Card Program.
- Manages the agency reserve funds, updates targets, and reconciles agency cash.
- Prepares financial reports for the Board of Directors.
- Ensures actuarial updates are initiated, completed, and received on time (such as CalPERS, Workers' Compensation, and GASB compliance).
- Acts in the absence of the Chief Financial Officer (CFO).
- Performs as a hands-on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Generally accepted accounting principles (GAAP) and budgetary management principles and practices.
- Principles and practices of public finance and government accounting.
- Statistical analysis and its application to budget analyses and projections.
- Computerized data processing and its application to accounting systems.
- Principles of supervision and management.
- Governmental laws, regulations, statutes, and requirements related to public agency accounting and fiscal record keeping desirable.
- Principles and practices of office management and supervision.
- Grant accounting principles and practices.

Ability to:

- Plan, organize, and coordinate a variety of programs and functions in the Finance Department.
- Compute financial computations and statistics; reconcile accounts.
- Prepare and present both oral and written comprehensive accounting and fiscal reports.
- Research, analyze, interpret, and apply a variety of laws, regulations and procedures related to fiscal activities and funding sources.
- Develop, write, and implement departmental procedures and systems.
- Select, supervise, train, and evaluate staff.
- Establish and maintain cooperative working relationships with the public, staff and others.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in accounting, finance, or a closely related field.

AND

Attachment A

Six (6) years professional experience in financial, accounting, budget, finance and business administration, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Accountant (CPA), Certified Public Finance Officer (CPFO), or Certified Management Accountant (CMA).

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

Attachment A

*Adopted: November 2017
*BOD Approved: 00-00-00
*Revised: 00-00-00
*Job Family: Professional - Finance

Appendix H: Planning and Development Director

Attachment A

Class Code: 1600-OA65

FLSA Status: Exempt

Planning and Development Director Management

DEFINITION:

Under the direction of the CEO/General Manager, the Planning and Development Director plans, develops, organizes, and directs three distinct Santa Cruz METRO functions: (1) planning and scheduling of route and service development; (2) overseeing grant research, review, preparation, and administration for capital and operations funding; and (3) governmental affairs (working with local, state, and federal representatives and legislative advocates to develop and support legislation beneficial to Santa Cruz METRO and the region). Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The incumbent is expected to exercise independent judgment and initiative in establishing efficient and effective service operations consistent with the needs of Santa Cruz METRO's. The incumbent may serve as the governmental affairs advocate. The incumbent also functions as a member of Santa Cruz METRO's senior leadership team and participates actively in addressing issues of concern to the Department and the organization.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Manages the grants and legislative process including identification of funding sources, the oversight of all Federal, State, and local grant applications, and the administration of awarded grants.
- Works with Federal, State, and local legislators directly, or through legislative advocates and transit organizations to develop, introduce, and support legislation that improves the financial and operating ability of Santa Cruz METRO.
- Monitors Federal, State, and local developments and legislation that could affect transportation and provides periodic reports to the CEO/General Manager and the Board on the effects of proposed legislation on Santa Cruz METRO.
- Makes policy recommendations to the CEO/General Manager and the Board related to proposed or existing legislation and grant opportunities for short and long term capital and operating funding strategies.
- Works with staff to review statistical information regarding ridership, traffic congestion, and other available data used in the formation of productivity/efficiency measurements of bus routes.
- Supervises and provides direction to staff on the development and implementation of the fixed route bids. Participates in meetings with the union(s) regarding service compliance with the Collective Bargaining Agreement/Memorandum of Understanding and the service change and bidding process.

Attachment A

- Responsible for scheduling any mandated outreach programs associated with grants, and route planning including, but not limited to, Title VI analysis and major services changes requiring a public hearing.
- Plans, directs, coordinates, and reviews the work of department staff. Reviews and evaluates work products and develops/updates procedures and/or policies for the department and Santa Cruz METRO in areas assigned.
- Develops, administers, and manages the department's annual budget. Is responsible for forecasting the funds required for staffing, equipment, training, etc. and then monitors and approves spending to ensure compliance within the authorized budget limits.
- Participates in the selection, training, supervision and evaluations of staff. Establishes professional standards for work quality, quantity, performance, and accountability within the department. Fosters a continuous improvement environment and sets goals for team members.
- Prepares written reports and presentations for staff and the Board of Directors; represents Santa Cruz METRO at various meetings; and communicates with government officials and personnel from other transit agencies.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Performs as a hands-on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Policies, procedures, and regulatory requirements governing funding programs from Federal, State, and local sources.
- Controls required by State, Federal, and local funding agencies, including those that will be audited by Santa Cruz METRO's annual outside auditor, Caltrans, and in a Triennial or other FTA audit.
- Grant requirements, including grant writing and application, administration, document control, and budgeting.
- Principles and practices of public funding.
- Budget management methods for operating, short and long term capital funding.
- Principles and practices of supervision and leadership.
- Current software programs for work processing, spreadsheets, and presentations at the intermediate level.
- Principles of transit operations and route development.
- The Development of key performance indicators, scorecards, and dashboards.
- Project management, project controls and project management software
- CEQU and NEPA

Ability to:

- Direct the planning and administration of a grants program.
- Aggressively pursue potential and innovative funding options from Federal, State, and local sources.

Attachment A

- Investigate, analyze, evaluate, and make recommendations on complex legislative issues.
- Effectively motivate, train, and evaluate the performance of staff.
- Work as part of a team to develop consensus and problem solve.
- Develop conclusions and implement policy to further the agency's mission statement by evaluating data and interacting with staff.
- Communicate effectively both orally and in writing with individuals both within and outside the department.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Ability to communicate effectively orally, providing complex information in a manner understandable by laypersons, while exhibiting compassion/empathy. Must have advanced listening skills, including ability to understand the key issues and to articulate relevant/accurate responses in the context of the audience.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in business, political science, public administration, geography, transportation planning, engineering, or a closely related field.

AND

Eight (8) years professional experience in business management, public administration, transportation planning, grants administration, route and service planning and development, organizing and facilitating public outreach, and government affairs, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

Additional training and experience desirable, but not required:

- FTA National Transit Institute coursework.
- Certified Planner through the American Institute of Certified Planners (AICP), with Certified Transportation Planner (CTP) specialty.
- Intermediate level experience using project management software.
- Experience with construction project management and contract management.
- Experience with transit oriented development.
- Experience with full funding grant agreements and other State and Federal funding tools.
- Experience with public-private partnerships.
- Extensive knowledge of run-cutting software (HASTUS and/or Trapeze).
- Experience with air quality and sustainability concepts and laws (AB375, AB32, etc.)
- Experience with CEQA and NEPA

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout

Attachment A

employment.

SPECIAL REQUIREMENTS:

- Must be able to travel to attend meetings occurring outside the local area, including meetings that may take place at night.
- Must be willing to travel to Washington D.C., Sacramento, and other key areas where direct legislative contact may be required.
- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional – Grants/Planning

Appendix I: Purchasing and Special Projects Director

Attachment A

Class Code: 1900-OA61

FLSA Status: Exempt

Purchasing and Special Projects Director Management

DEFINITION:

Under the direction of the CEO/General Manager, the Purchasing and Special Projects Director plans, organizes, directs, develops and coordinates the activities of the Purchasing and Parts department. Ensures compliance with applicable Federal, State, and local laws and regulations. Performs complex procurement activities; is responsible for all purchasing, contracting, and materials management at Santa Cruz METRO. Serves as the project coordinator and/or manager over special projects as assigned. Supervises staff directly and indirectly. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Receives general direction from the CEO/General Manager. Exercises general supervision over supervisory, professional, para-professional, technical and administrative support staff as assigned. This position is distinguished from support staff as the incumbent serves as the department head or director for Purchasing and Parts.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Responsible for administration of the formal procurement process, including contract negotiations.
- Ensures contract compliance with Federal, State, and local requirements, as well as Santa Cruz METRO policies.
- Directs, manages, and coordinates all phases of bid solicitations, including: Invitation for Bids (IFBs), Request for Proposals (RFPs), Request for Quotations (RFQs), pre-bid meetings and bid openings.
- Prepares technical and administrative reports, correspondence, written recommendations, and makes oral presentations to the Santa Cruz METRO Board of Directors, management, governmental officials, and other organizations or groups as needed.
- Oversees records retention and management, OSHA required documentation, and required notification distribution to employees.
- Creates and reviews Santa Cruz METRO procurement policies and procedures to ensure changes are made in compliance with Federal, State, and local laws and regulations.
- Evaluates all procurement and inventory activities for compliance with Santa Cruz METRO's policies and procedures. Creates and tracks Key Performance Indicators for the department.
- Assists in the Disadvantaged Business Enterprise (DBE) Program to help with compliance with various rules and regulations.
- Provides planning, support, training, and oversight of procurement process, contract management, vendor performance, and records retention for user departments.
- Ensures the in-house procurement database and software are up-to-date.
- Serves as project coordinator and/or manager on special projects that involve personnel from multiple departments within the Agency, as well as outside consultants and contractors.

Attachment A

- Creates, maintains, and executes a comprehensive Project Management Plan for each special project, relative to size and scope, including, but not limited to overall project objectives, schedule, roles and responsibilities, budget control, document control, and closeout procedures.
- Manages, trains, supervises, motivates, and evaluates the work of technical and clerical staff.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of public agency procurement, including conducting and administrating formal bid or proposal processes.
- Principles and practices of contract administration related to professional services, materials, supplies, equipment, transit revenue vehicles, and construction.
- Principles and practices of negotiated and qualification based procurements; joint agency procurements; RFP/solicitation document requirements; scope of work/technical specification preparation, and terms and conditions.
- Disadvantaged Business Enterprise (DBE) Program requirements.
- Warehouse procedures including the analysis of receipt, storage, and issuance of parts and inventory control methods.
- Federal, State, and local laws and regulations applicable to local government procurement.
- Common office software systems at the advanced level.

Ability to:

- Oversee and/or conduct the procurement process including contract negotiations, qualification based procurements, IFBs, RFPs, and RFQs.
- Plan, organize and direct the functions of the Purchasing and Parts department.
- Prepare administrative and complex technical reports, formal correspondence, written recommendations, oral presentations, and use computers and software programs.
- Prepare departmental budgets and projections of expenditure for capital budgets and proposed contracts.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Interpret and apply applicable Federal, State, and local laws and regulations related to the procurement process.
- Communicate strategically and effectively in oral and written form.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, vendors, contractors, consultants, media representatives, and members of the public.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor’s degree from an accredited college in business, , public administration, mathematics, or a closely related field, as well as completion of the NTI/FTA Procurement Training series, or the ability to complete the series within 12 months of hire.

AND

Attachment A

Four (4) years professional experience in public or private sector procurement, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Public Procurement Officer (CPPO)

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee may work in an office, shop, construction site, or bus yard environment where the noise level may be loud. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional -Purchasing

Appendix J: Human Resources Director

Attachment A

Class Code: 1400-OA29

FLSA Status: Exempt

Human Resources Director Management

DEFINITION:

Under general direction of the Chief Executive Officer/General Manager, the Human Resources Director plans, organizes, directs, and coordinates the human resources programs with primary responsibility for all personnel, compliance, and human resources-related initiatives that support organizational strategic goals. These programs include equal employment opportunity/affirmative action, recruitment and examination, classification and compensation, employee and labor relations, employee insurance and benefit programs, employee training, Human Resources Information Systems (HRIS), drug and alcohol compliance, and workers compensation. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

This is the executive level classification in the Human Resources professional series. The incumbent is expected to assume overall responsibility for all facets of governmental Human Resources programs and activities, including providing leadership in establishing general direction, goals, and priorities. The incumbent works under executive direction and exercises independent judgment in the performance of a variety of professional, complex, and difficult duties. Serves as the department head of the Human Resource Department.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Directs and participates in the development and implementation of human resource goals, objectives, policies and procedures to support organizational goals and objectives.
- Administers and directs a comprehensive Human Resource program.
- Formulates and recommends policies, regulations, and practices for carrying out the human resources program; administers all provisions of the personnel merit system.
- Consults with and advises the CEO/General Manager, Board, and department managers and directors to coordinate the various phases of policies, practices, regulations, and resolutions implemented.
- Represents Santa Cruz METRO in matters of concern to unions representing Santa Cruz METRO employees; may act as Chief Negotiator or participate in negotiations during "meet and confer" sessions with various unions and respective department representatives; assists in the administration of the employer-employee relations resolution.
- Directs, coordinates, and supervises the administration of recruitment and selection; classification, compensation, and benefits; labor relations; training, employee performance appraisal, and new employee orientation.
- Prepares and recommends to the CEO/General Manager revisions and amendments to policies, regulations, and resolutions relating to human resource matters.

Attachment A

- Directs and conducts special studies, prepares reports, and makes recommendations to the CEO/General Manager.
- Serves in an advisory capacity to the Board; attends meetings of the Board; offers advice and makes recommendations.
- Makes presentations before staff, the senior leadership team, Board, and community organizations.
- Advises employees and department management in matters concerning grievances and assists department management in the grievance process.
- Reviews and analyzes reports, legislation, court cases, and related human resource matters.
- Directs the preparation and administration of the department budget.
- Coordinates human resource activities with other departments and outside agencies.
- Selects, trains, supervises, and evaluates professional, para-professional, technical, and clerical staff through subordinate staff.
- Serves as a mentor in providing training and growth opportunities, while creating a culture of accountability.
- Manages and may conduct the analyses and evaluation of positions for classification and compensation studies. Oversees the creation of, and makes recommendations for, new or revised class specifications.
- Serves as the Chief Investigations Officer for employee relations.
- Interprets the provisions of Memorandums of Understanding (MOU).
- Develops and maintains HR policies and procedures; communicates changes in HR policies and procedures and employment law to department directors, managers, and staff.
- Prepares and presents written and oral reports, training materials and other written documents.
- Develops and implements employee training and development programs.
- May provide support to the General Counsel's Office related to HR issues, arbitrations and other types of hearings.
- Represents Santa Cruz Metro at various meetings as required and may act as liaison to local, State and Federal officials as directed by the CEO.
- Performs as a hands-on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing governmental personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Basic psychometric principles.
- Principles of office organization and management.
- The impact of labor market conditions and socio-economic issues on recruitment and employment.
- Principles and practices of budget preparation and administration.
- Principles and practices of supervision and performance appraisal.

Attachment A

- Applicable federal, state, and local laws, regulations, and ordinances.
- Job analysis, recruiting and examining strategies, position classification, position control, employee benefits administration, and wage and salary administration.
- Public sector employee relations, typical provisions of collective bargaining agreements, and public employee labor law.
- Dispute resolution and collective bargaining techniques.

Ability to:

- Plan, organize, and implement programs and related activities.
- Understand and interpret policies and procedures and explain them to others.
- Compile and maintain complex records, files, and financial information.
- Establish and maintain a variety of personnel and related records requiring confidentiality and security.
- Communicate clearly and concisely, both orally and in writing.
- Establish and maintain effective working relationships with persons within and outside of the organization.
- Support and lead staff, ensuring the organization works toward a common goal.
- Supervise, train, delegate, coach, motivate, and counsel subordinate staff.
- Consistently apply concepts, laws, methods and other guidelines of professional work in the human resources management field.
- Develop and administer a departmental budget.
- Interpret and apply federal, state, and local policies, laws, regulations, and labor agreements.
- Ensure compliance with Santa Cruz Metro policies and procedures regarding equal employment opportunity, discrimination, and harassment prevention.
- Create, implement, and communicate new processes using technology to create efficiencies and best practices.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in human resources, business or public administration, or a closely related field.

AND

Eight (8) years professional experience in human resources, business or public administration experience, including four (4) years supervisory experience, preferably in a public agency. Familiarity with transit organization or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred. Previous HR experience in the public sector and a Master's Degree is desirable.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C

Attachment A

State driver license is required at the time of appointment and must be maintained throughout employment.

Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional –Human Resources

Appendix K: Human Resources Deputy Director

Attachment A

Class Code: 1400-OA55

FLSA Status: Exempt

Human Resources Deputy Director Management

DEFINITION:

Under general direction, assists the Human Resources Director in planning, managing, coordinating and overseeing assigned Human Resources operations, activities, programs, and personnel for Santa Cruz METRO. This is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Deputy Director or Human Resources is a second in command, responsible for the daily operations for an assigned area within the Human Resources Department. Receives direction from the Human Resources Director. Exercises general direction over professional, para-professional, and clerical staff.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Manages and provides administrative direction for human resources functions including recruitment and selection, training and development, classification, compensation, benefits, or employee/labor relations.
- Ensures the timely, accurate, and professional delivery of organizational-wide human resources programs and activities.
- Hires, trains, supervises, and monitors the performance of personnel.
- Ensures staff compliance with departmental policies, procedures, and regulations governing human resources activities.
- Develops and implements goals, objectives, policies, and procedures for human resources functions.
- Interprets and explains human resources policy and procedural decisions to Santa Cruz METRO departments, management personnel, and employees.
- Provides assistance to Santa Cruz METRO departments in resolving human resource issues; recommends and assists in implementing corrective courses of action.
- Oversees the confidential processing and maintenance of employee payroll/personnel records and the human resources records management system.
- May review and approve personnel actions pertaining to Santa Cruz METRO's employees for processing.
- Monitors compliance with MOU's Personnel Policies and Procedures and Salary Resolution; may authorize continued temporary staffing in excess of established limits.
- Manages and coordinates Santa Cruz METRO's recruitment and selection process including developing and implementing recruiting strategies.
- Supervises and coordinates the administration of Santa Cruz METRO's employee benefits program.
- Administers and maintains human resource systems and technology.
- Develops specialized management reports for internal and external customers.

Attachment A

- Gathers information, prepares, submits, and maintains a variety of departmental reports.
- Provides assistance in preparing and administering departmental budget.
- Serves as Human Resources Director in his/her absence and performs related duties.
- Oversees the agency's Drug and Alcohol Testing program.
- Oversees the agency's Worker's Compensation and Medical Leave programs.
- Performs as a hands-on "working" manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles of human resource administration.
- Policies, procedures, ordinances, and resolutions governing Santa Cruz METRO's personnel activities, conditions of employment, and employee benefits.
- Advanced research and statistical methods.
- Principles of office organization and management.
- Impact of labor market conditions and socio-economic issues on recruitment and employment.
- Modern office practices, procedures, and equipment, including microcomputers and applicable software applications.
- Principles and practices of budget preparation and administration.
- Principles and practices of supervision and performance appraisal.
- Applicable federal, state, and local laws, regulations, and ordinances.

Ability to:

- Administrate assigned areas of human resources operations, activities, and programs.
- Assist in ensuring compliance with regulations governing human resources activities.
- Effectively communicate both orally and in writing.
- Establish and maintain effective working relationships with staff, Santa Cruz METRO departments, Board and Union officials, outside agencies, and the general public.
- Provide assistance in administering budgets and monitoring expenditures.
- Supervise, lead, and delegate tasks and authority.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Any combination of experience and education that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Education: Equivalent to a Bachelor's degree from an accredited college or university with major study in business or public administration or a closely related field.

AND

Five (5) years professional experience in human resources, business or public administration experience, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a public organization is preferred.

Note: Previous HR experience in the public sector and a Master's Degree is desirable.

Attachment A

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Professional (CP) or Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional – Human Resources

Attachment A

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

Desired certifications include: Certified Professional (CP) or Senior Certified Professional (SCP) from a recognized Human Resource Certification organization such as IPMA-HR, SHRM, or HRCI.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional – Human Resources

Appendix L: Chief Operations Officer (COO)

Attachment A

Class Code: 3200-OA64

FLSA Status: Exempt

Chief Operating Officer (COO) Management

DEFINITION:

Under policy direction, from the Chief Executive Officer/General Manager, the Chief Operating Officer organizes and directs the operation of Santa Cruz METRO's fixed route and paratransit bus system, the maintenance of both revenue and non-revenue fleet, the maintenance of all Santa Cruz METRO facilities, and contracted security services. Oversees the administration of the departments listed above, including labor relations, risk management, contract administration, safety and training, and budget oversight. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Under executive direction from the CEO/General Manager, to plan, organize, manage and direct units involved with bus operations and maintenance, and operations support services; to provide administrative direction to Operations and Maintenance managers and staff. Oversees and directs all activities of the Operations and Maintenance Department, including day-to-day bus and maintenance operations, and short- and long-range and strategic planning.

The Chief Operations Officer is distinguished from the Maintenance Manager and Paratransit and Fixed Route Operations Managers as the COO serves as the department head or director of Transportation and Maintenance.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Plans, develops, organizes, and directs the activities of multiple operations departments, including Fixed Route, ParaCruz, Fleet and Facilities Maintenance, and/or others assigned by the Chief Executive Officer/General Manager.
- Develops standards for periodic inspections of operations and maintenance to ensure adherence to schedules and regulations; reviews overall performance of the department and recommends long-term improvements. Oversees a state of good repair for all of Santa Cruz METRO's rolling stock and facilities.
- Provides executive level oversight of the activities within the Operations Department, including dispatch, field operations, planning, security, safety and training, and risk management.
- Participates in the preparation and administration of the operating and capital budgets for Operations and Maintenance. Assists in developing specifications for the purchase of new equipment.
- Establishes co-operative relationship with the unions by participating in Labor/Management committees, problem solving, and the resolution of grievances.
- Participates in disciplinary actions.
- Assists in negotiating labor contracts and interprets the provisions of labor contracts.

Attachment A

- Establishes professional standards for work quality, quantity, performance, and accountability.
- Ensures safety training compliance of department staff.
- Participates in disaster preparedness program planning and implementation.
- Prepares written reports and presentations for staff and the Board of Directors; represents the Agency at various meetings; and communicates with government officials and personnel from other transit agencies.
- Reviews and interprets existing and proposed Federal, State, and local laws, rules and regulations.
- Assists in the development and implementation of Agency policies and procedures.
- Performs strategic planning and implementation.
- Leads the organization collaboratively with other Department Managers and may serve on behalf of the CEO/General Manager in his absence from the Agency.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles, policies, practices, and procedures of transit system operations, including the establishment of routes and schedules.
- Safety and security regulations and procedures for transit agencies/properties.
- Regulations and guidelines governing public agency procurement.
- Federal, state, and local regulations related to the functions of public transportation and accessible paratransit service (including the Americans with Disability Act).
- Public sector and/or transit collective bargaining, employee representation rights, management rights, unfair labor practices, and typical provisions of collective bargaining agreements.
- Administrative and Organizational management strategies, principles and practices.
- Current transportation technology and specialized computer software systems.
- Requirements of occupational safety and health standards.
- Budget management methods.
- Supervision principles.

Ability to:

- Direct the planning and execution of operations and maintenance programs and activities.
- Effectively supervise managers and supervisors, delegate authority and responsibility, and monitor activities.
- Evaluate the performance of the transit system in terms of operating costs, allocation and utilization of personnel and equipment.
- Effectively motivate, train, and evaluate the performance of staff in a labor union environment.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Perform strategic planning and analysis.
- Develop and administer budgets.

Attachment A

- Read, interpret, and apply laws, rules, regulations, and labor contract provisions.
- Analyze problems and recommend and/or implement effective solutions to difficult and politically sensitive problems.
- Communicate, present, and report effectively in oral and written form.
- Represent the Agency before various boards, City Council, and governmental agencies.
- Establish and maintain effective working relationships with employees, union representatives, Board members, and members of the public.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Master's degree from an accredited college in business or public administration, transportation planning, engineering, or a closely related field.

AND

Eight (8) years of recent and increasingly responsible professional management experience, with at least five (5) years of experience with a public transit organization working within the operations and/or maintenance department.

Note: Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Attachment A

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts collaboratively with others encountered in the course of work.

Work Environment:

The employee works in an office, shop, or bus yard environment where the noise level may be loud. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional - Operations

Appendix M: Maintenance Manager

Attachment A

Class Code: 2200-OA59

FLSA Status: Exempt

Maintenance Manager Management

DEFINITION:

Under the direction of the Chief Operating Officer (COO), the Maintenance Manager plans, organizes, supervises, directs, and monitors the programs and activities of the fleet and facilities maintenance programs and a centralized warehouse. This would include: installation, construction, repair, and cleaning functions for all Santa Cruz METRO facilities, including bus stops, the repair, maintenance and servicing of the Santa Cruz METRO's vehicles and other operating equipment. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Maintenance Manager reports to the Chief Operating Officer and is responsible for the management and supervision of the fleet and facility maintenance programs and a centralized warehouse, to ensure the fleet remains in a state of good repair.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Plans, organizes, and directs staff in the maintenance and repair of Santa Cruz METRO owned vehicles, bus stops, and Santa Cruz METRO facilities.
- Plans, organizes, and directs the work of mechanics and other Santa Cruz METRO employees involved in purchasing, vehicle, and facility maintenance.
- Reviews and Evaluates vehicle inspections for quality assurance purposes.
- Selects, supervises, and evaluates Santa Cruz METRO employees.
- Monitors and evaluates the department's performance against OSHA standards and Santa Cruz METRO's safety program.
- Prepares and monitors department budget.
- Develops cost estimates of labor, time, costs, and materials associated with projects and repairs.
- Develops specifications, reviews and approves requisitions for equipment, parts, materials, and supplies.
- Implements and supervises contracts with vendors for Santa Cruz METRO facility and fleet maintenance.
- Reviews overall performance of the departments and recommends long-term improvements.
- Reviews building developments for transit improvements during the environmental review process to ensure compliance with model ordinance.
- Supervises maintenance of Santa Cruz METRO inventory system, key and lock system, and receiving systems.
- Plans and implements short and long-range projects dealing with fleet and facility acquisitions, rejuvenation, and maintenance.
- Represents Santa Cruz METRO at various meetings.

Attachment A

- Assists in the development and implementation of maintenance policies and programs.
- Provides guidance and direction in managing fleet maintenance functions (CNG, gasoline, diesel, electric, and hybrid) and controls quality of fleet maintenance through ongoing use of vehicle maintenance information systems; vehicle fleets including transit buses, supervisory/support vehicles, and maintenance support vehicles.
- Directs and supervises staff activities and oversees functions to ensure effective of operations.
- Oversees and participates in the development and administration of the annual budget.
- Presents to Santa Cruz METRO at meetings with the Board of Directors, other boards and commissions, agencies, employee organizations, and public and private organizations.
- Reviews state and federal laws, proposed legislation, and regulations pertaining to areas of responsibility and reports on impact and ensures the application of safety rules and regulations.
- Analyzes and evaluates complex problems; recommends and implements effective solutions.
- Selects, supervises, trains, motivates, assigns, evaluates, counsels and disciplines staff.
- Develops, and reviews plans and ensures implementation of plans for preventive maintenance and repairs; prepares and reviews maintenance schedules, ensures maintenance of related records.
- Develops, implements, and monitors contracts and service agreements with vendors, contractors, and consultants.
- Develops, monitors, and manages the budget items related to facilities maintenance; develops and reviews cost estimates for maintenance and repair projects and activities.
- Performs record keeping for compliance reporting.
- Recommends and/or reviews reports regarding repairs and refurbishment of facilities; estimates labor and materials requirements; prepares construction, renovation, and purchasing contract specifications; and inspects contracted work for conformance to standards.
- Develops, implements, and evaluates policies, programs, and procedures.
- Plans, organizes, directs, and coordinates, the activities and personnel of the Materials Management, and Quality Assurance and Warranty Units.
- Conducts activities related to inventory control.
- Directs and reviews inventory management function.
- Performs project management and performance management activities.
- Plans and directs purchasing actions to ensure timely availability of the materials, services, and equipment needed to support maintenance and facility operations and programs.
- Directs and participate in the processes and procedures regarding property disposal.
- Directs and oversees the excess and surplus property program to ensure cost-effective redistribution and disposal of surplus equipment, material, and salvage items;
- Ensures periodic preventative maintenance and development of maintenance standards for equipment and properties.
- Interprets and applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines; may serve as a hearing officer.
- Formulates new vehicle for procurement and facilities specifications, repair and oversee, related structures and grounds, and passenger transit facilities including installation and maintenance of signage.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Attachment A

Knowledge of:

- Methods, equipment, and tools used in vehicle maintenance operations.
- Construction and operations of buses and motor vehicle equipment.
- Approved shop safety methods and laws.
- Applicable Federal, State, and local laws and regulations governing public transportation systems.
- Administration of labor contracts.
- Principles and practices of developing and administering budgets.
- Warehouse procedures including the analysis of receipt, storage, issuance, and inventory control methods.
- Building construction and repair, electrical, and/or mechanical trades, and related tools and equipment.
- Standard job sequences used in building construction.
- Janitorial services operations.
- Supervision principles and practices.
- Principles and practices of project management and public organization administration.
- How to properly use, store, and dispose of the hazardous materials used in fleet and facilities maintenance.
- The theory of methods, materials, and equipment used in the design, maintenance, operations and construction of automotive equipment.
- Principles of supervision, design, operation, and maintenance of shop and shop equipment.
- Government regulations pertaining to the design and operation of vehicles.
- Principles and practices of public transportation maintenance operations.
- Principles and practices of budget planning, organization, and administration.
- Principles of supervision.
- Cost estimating, contract administration, and project management, including preparation of requests for proposals and contract and specification preparation.
- Applicable local, State, and Federal codes and regulations governing transit-related construction.
- Industrial safety rules and regulations as applied to a public transit system, specifically methods for safely and legally handling hazardous materials and hazardous waste.

Ability to:

- Identify methodologies for repair and preventive maintenance.
- Instruct personnel in work methods and departmental procedures and policies.
- Direct the activities of the department.
- Evaluate requests for maintenance, repair, and installation to determine the necessity, priority, and most effective course of actions.
- Prepare cost estimates for labor, time, materials, and equipment.
- Prepare reports and keep accurate records.
- Communicate orally and in writing to the Board of Directors, Santa Cruz METRO management, and other groups.
- Function as a liaison with public safety agencies.
- Perform vehicle inspections for quality assurance purposes.

Attachment A

- Establish and maintain effective working relationships within the department and with other divisions, departments, agencies, suppliers, vendors, and the public.
- Administer and monitor contracts with vendors.
- Communicate effectively, both orally and in writing.
- Develop and monitor department budgets.
- Utilize standard office equipment and software.
- Effectively plan, organize, direct, and coordinate the functions and staff activities for area of responsibility.
- Select, supervise, train, motivate, assign, evaluate, counsel, and discipline staff within a union environment.
- Analyze and evaluate complex department/operational problems; recommend and implement effective solutions.
- Evaluate requests for maintenance, repair, installation and modifications to determine the necessity for and the most cost-effective method.
- Interpret plans, specifications, laws, ordinances, and codes applicable to maintenance and repair of transit facilities, office buildings, and non-revenue vehicles.
- Interpret and apply laws, rules, regulations, and labor contract provisions.
- Evaluate bus maintenance efficiency and reliability by reviewing and analyzing daily logs, field service reports, and management information system data reports, and initiates corrective actions when required.
- Ensure the delivery of training programs on new vehicles, equipment, and methods.
- Perform vehicle inspection tasks for quality assurance purposes.
- Assist in developing, coordinating, and evaluating the delivery of vendor technical and/or maintenance training programs.
- Evaluate and recommend staff development and training opportunities.
- Investigate and take corrective action on industrial injuries, accidents, and incidents.
- Maintain records and prepare written reports; perform records and activity management.
- Recommend and/or review reports regarding repairs and refurbishment of facilities.
- Estimate labor and materials requirements; prepare construction, renovation, and purchasing contract specifications; and inspect contracted work for conformance to standards.
- Ensure the prompt recovery of hazardous spills and the removal of bio-hazardous waste following prescribed safety and hazmat practices and procedures.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in engineering, business administration, or a closely related field.

AND

Eight (8) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least four (4) years of responsible supervisory and management experience, preferably in a public agency.

Attachment A

Familiarity with transit agency or transportation system activities and functions, automotive or heavy-duty equipment, knowledge of CNG, diesel, Hybrid, and electric bus technology, budget, labor, FTA requirements, vehicle specifications, facility maintenance, ADA, asset management, and report generation is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in a shop environment where the noise level is usually noisy. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

Attachment A

*Revised: 00-00-00
*Job Family: Professional -Maintenance

Appendix N: Assistant Maintenance Manager

Attachment A

*Class Code: 2200-P60
FLSA Status: Exempt*

Assistant Maintenance Manager Management

DEFINITION:

Under direction of the Maintenance Manager, the Assistant Maintenance Manager supervises and coordinates the activities of the bus maintenance and facilities maintenance operation. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

This position requires knowledge of the operation of the bus maintenance and facilities maintenance operation including the monitoring, controlling, and scheduling of maintenance and facilities staff. This position is distinguished from the Facilities Maintenance Supervisor in that the Assistant Maintenance Manager exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall divisional responsibilities under the direction of the Maintenance Manager and the Chief Operations Officer.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Plans, directs, and coordinates the activities of fleet and facility maintenance personnel.
- Monitors fleet and facilities department compliance with all safety and regulatory requirements.
- Supervises, trains, and evaluates fleet and facilities supervisory and shop personnel.
- Plans, develops, and coordinates work schedules of supervisory and shop personnel.
- Assists in the development and presentation of the departmental budget; assists in monitoring and reporting departmental budget.
- Approves time off and monitors attendance for supervisory personnel.
- Participates in investigations of industrial accidents.
- May assist in special Santa Cruz METRO events, coordinate fleet participation.
- Designs, prepares, and maintains Management Information System records and reporting.
- May participate in interviews and selection of departmental personnel.
- Performs supervisor backup duties as necessary.
- Prepares various reports and KPI's on maintenance activities.
- Attends meetings as assigned; may represent maintenance manager in Santa Cruz METRO meetings.
- May assist in labor contract negotiations
- Performs short and midterm planning for department including forecasting manpower; participates in department long range planning.
- Performs inspections of vehicles and repairs for quality assurance.
- Orders departmental supplies, services, and parts.
- Represents the Agency at meetings with the Board of Directors, other boards and commissions, employee organizations, and in public meetings.

Attachment A

- Recommends, implements, and enforces policies and procedures.
- Evaluates bus maintenance efficiency and reliability by reviewing and analyzing daily logs, field service reports, and management information system data reports, and initiates corrective actions when required.
- Applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines.
- Manages employee attendance in accordance with Santa Cruz METRO policy.
- Investigates and determines facts in attempting to resolve employee grievances.
- Serves as a hearing officer for disciplinary proceedings.
- Serves on advisory committees and as a direct labor negotiator.
- Functions as a liaison with public safety agencies.
- Investigates and evaluates the cause of accidents, damage to vehicles, industrial injuries, and implements corrective actions.
- Implements and manages preventive maintenance, scheduled maintenance, and other quality assurance programs.
- Recommends retention and replacement of revenue and non-revenue vehicles.
- Coordinates bus maintenance operations with other Santa Cruz METRO divisions.
- Assures that facilities are maintained in a clean and safe condition.
- Assures adherence to safety programs.
- Participates in investigations of industrial injuries.
- Maintains good public relations.
- Formulates new vehicle and facilities specifications, conducts progress reviews, and writes reports.
- Develops, monitors, and manages the facility budget.
- Assists in the development and implementation of maintenance policies and programs which guide the organization in maintaining and improving credibility and stability of its transit service operations.
- Oversees activities so that quality public transit service is provided to our customers and the general public safely, on schedule, and according to quality standards and cost objectives.
- Provides guidance and direction in fleet maintenance functions (CNG, gasoline, diesel, electric, and hybrid) and controls quality of fleet maintenance through ongoing use of vehicle maintenance information systems; vehicle fleets including transit buses, supervisory/support vehicles, and maintenance support vehicles.
- Directs and supervises staff activities and oversees functions to ensure effective of operations.
- Participates in the development and administration of the annual budget.
- Demonstrates the ability to represent Santa Cruz METRO at meetings with the Board of Directors, other boards and commissions, agencies, employee organizations, and public and private organizations.
- Analyzes and evaluates complex problems; recommends and implements effective solutions.
- Assures compliance with all Santa Cruz METRO policies and procedures, including equal employment opportunity and discrimination and harassment prevention.
- Ensures the application of safety rules and regulations.
- Prepares reports and correspondence.

Attachment A

- Plans, organizes, directs, reviews and coordinates the work activities and staff in the maintenance and repair of Santa Cruz METRO facilities, related systems and equipment, and Santa Cruz METRO's vehicle fleet.
- Selects, supervises, trains, motivates, assigns, evaluates, counsels and disciplines staff.
- Reviews plans and ensures implementation of plans for preventive maintenance and repairs; prepares and reviews maintenance schedules, ensures maintenance of related records.
- Assists in monitoring contracts and service agreements with vendors, contractors, and consultants.
- Interprets and applies the provisions of labor agreements in accordance with Santa Cruz METRO guidelines; may serve as a hearing officer.
- Assists in the development and implementation of policies and programs to ensure a high quality of maintenance and repair of Santa Cruz METRO vehicles, facilities, and equipment.
- Reviews activities of assigned functions and staff and ensures that complete and accurate records are kept; ensures compliance with established procedures, schedules, and standards.
- Recommends and/or reviews reports regarding repairs and refurbishment of facilities; estimates labor and materials requirements; prepares construction, renovation, and purchasing contract specifications; and inspects contracted work for conformance to standards.
- Assists in the development, implementation, and evaluation of policies, programs, and procedures.
- Assists in monitoring maintenance programs for Santa Cruz METRO's emergency support infrastructure.
- Assists and assures compliance with facilities preventative maintenance standards and Standard Operating Procedures for Bus Stop and Transit Center Maintenance.
- Repairs and oversees, related structures and grounds, and passenger transit facilities including installation and maintenance of signage, installs, and removes bike lockers; repairs restroom equipment, roofs and rain gutters; cleans debris from storm drains; minor electric and plumbing repair, carpentry work and painting.
- Performs as a hands-on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Federal, State, and local laws and regulations pertaining to transit and facilities maintenance.
- The principles and practices of transit and facilities maintenance operations.
- The principles and practices of supervision, training, and employee discipline.
- Maintenance Management software.
- Bus and facilities maintenance processes and procedures.
- Transit maintenance fleet and facilities management and budgeting methods.
- Budgeting principles and practices.
- Basic equipment and tools used in fleet and facilities maintenance.
- Preventative maintenance procedures and schedules.
- Occupational safety rules and procedures.
- Hazardous materials encountered in the repair and maintenance of fleet vehicles and facilities.

Attachment A

- The operation, maintenance, overhaul/repair, and troubleshooting of diesel and electrical engines, transmissions, electrical systems, hydraulic systems, cooling systems, and pneumatic systems.

Ability to:

- Work independently.
- Plan, supervise, and coordinate the activities of the fleet and facilities maintenance department.
- Interpret and apply laws, rules, regulations, and labor contract provisions.
- Prepare reports documenting department activities.
- Evaluate requests for maintenance, repair, installation, and modifications to determine the necessity of proposed work and the most cost effective solution.
- Analyze and evaluate operational problems and recommend and implement effective solutions.
- Evaluate bus maintenance efficiency and reliability.
- Communicate effectively in oral and written formats.
- Develop and implement new training programs on vehicles, equipment, and work methods.
- Keep clear and accurate records.
- Establish and maintain effective working relationships with employees and the public.
- Perform vehicle inspection tasks for quality assurance purposes;

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Two (2) years college level course work from an accredited college in engineering, management, business or public administration, or a closely related field.

AND

Four (4) years of progressively responsible professional experience in public transportation vehicle maintenance or heavy vehicle maintenance, including at least two (2) years of responsible supervisory and management experience, preferably in a public agency.

Familiarity with multiple transportation system activities and functions including: automotive or heavy duty equipment, knowledge of CNG, diesel, Hybrid, and electric bus technology, budget, labor, FTA requirements, vehicle specifications, facility maintenance, ADA, asset management, and report generation. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class B driver license with Passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with Passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.

Attachment A

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May work out in the shop floor or in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional - Maintenance

Appendix O: Operations Manager: Fixed Route

Attachment A

*Class Code: 3100-P27
FLSA Status: Exempt*

Operations Manager – Fixed Route Division Management

DEFINITION:

Under general direction of the Chief Operating Officer (COO), the Operations Manager – Fixed Route Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Paratransit Division. Perform other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Operations Manager – Fixed Route Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Fixed Route Division under the direct authority of the COO.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Supervises, trains, and evaluates supervisory personnel.
- Develops and coordinates work schedules of supervisory personnel.
- Assists in the development and presentation of the departmental budget; assists in monitoring departmental budget.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports, and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Approves timecards and extra board schedules.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- May assist in coordination of annual Santa Cruz METRO Bus Rodeo and other operator events.
- Acts as a liaison with outside agencies (such as law enforcement or radio communications carrier).
- Designs, prepares, and maintains Management Information System records.
- Participates in interviews and selection of departmental personnel.
- Performs Transit Supervisor duties as necessary.
- Prepares various reports on base activities.
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Performs short and midterm planning for department including forecasting manpower; participates in department long range planning.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Attachment A

Knowledge of:

- Federal, State, and local laws and regulations pertaining to transit operations.
- The principles and practices of transit bus operations.
- The principles and practices of supervision and training.
- Two-way radio operating procedures.
- Bus operator-scheduling procedures.
- Transit management and budgeting methods.
- Provisions of local labor agreements and MOUs.

Ability to:

- Work independently.
- Communicate effectively in oral and written form.
- Develop clear and accurate records and reports.
- Monitor budgets to ensure fiscal accountability.
- Resolve grievances with employees.
- Establish and maintain effective working relationships with employees, outside agencies, labor unions, and the public.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in business or public administration, transportation, or a closely related field.

AND

Four (4) years professional experience in business or public administration, transportation administration experience, including two (2) years managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

Knowledge of basic office equipment and personal computers. Familiarity with software programs such as Microsoft Office Suite, to include Word, Excel, Access, PowerPoint etc. A working knowledge of software such as Adobe Acrobat, SmartSheet, Visio, and web-based publication software is beneficial.

Attachment A

LICENSES AND CERTIFICATES:

A valid Class B driver license with passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in both an office environment where the noise level is usually quiet or in a bus yard environment where the noise level may be noisy. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional –Operations FR

Appendix P: Operations Manager: Paratransit

Attachment A

Class Code: 3125-PP21

FLSA Status: Exempt

Operations Manager – Paratransit Division Management

DEFINITION:

Under general direction of the Chief Operating Officer (COO), the Operations Manager - Paratransit Division directs and coordinates the activities of the bus transportation operation base, and directs and supervises the bus driver supervisors. May be assigned to the Fixed Route Division. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Operations Manager – Paratransit Division is distinguished from Operations Supervisors wherein the Operations Manager oversees the daily operations of the Paratransit Division under the direct authority of the COO.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Develops documentation to support performance of ADA complementary paratransit service in compliance with the Department of Transportation regulations implementing the Americans with Disabilities Act of 1990 (ADA).
- Develops documentation to support ADA complementary paratransit eligibility determination process in compliance with the Department of Transportation regulations implementing the ADA.
- Develops reporting standards that are comparable within the transit industry and are meaningful measures of performance.
- Prepares Request for Proposals for contractors to perform ADA complementary paratransit operations, monitoring, maintenance, and reporting.
- Participates in the evaluation of bids and awards contracts in conjunction with Senior Management for ADA complementary service provision and eligibility determination process.
- Monitors performance of contractors based on contractual requirements and policy changes made from time to time.
- Manages the collection, review, and analysis of data used for program evaluation.
- Develops and monitors the Santa Cruz METRO budget for paratransit programs; reconciles funds received through the sale fare media.
- Monitors submitted contractor invoices for accuracy and to ensure listed services were actually provided.
- Develops demand projections and updates these projections as needed for planning and budgeting purposes. Prepares technical reports.
- Participates in the hiring process for, and supervision of assigned staff.
- Meets regularly with citizen advisory groups to present system performance, listen to comments, and address policy issues.
- Meets with management regularly to discuss performance issues, and develop approaches to addressing problems as they arise.

Attachment A

- Presents paratransit performance data, issues, policy change recommendations, and other information to the Board of Directors.
- Develops and manages the appeals process for program eligibility decisions and service policy decisions affecting the services received by customers.
- Reviews training programs and makes recommendations in the areas of sensitivity to the disabled community.
- Supervises, trains, and evaluates supervisory personnel.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- Performs short and midterm planning for department including forecasting manpower;
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Establishes outreach programs promoting the paratransit program and resources.
- Collects and analyzes data, and develops comprehensive reports that comply with Federal and State reporting requirements.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- US Department of Transportation regulations implementing the public transit provisions of the Americans with Disabilities Act of 1990 (49CFR Parts 37 and 38).
- Working knowledge of the ADA in the broader context of public accommodations and employment requirements.
- Knowledge of contract management practices in a transit setting.
- Office software packages (such as Microsoft Office).
- Paratransit scheduling and reporting software in use in the industry (such as Trapeze PASS).
- Budgeting practices and procedures.
- Familiarity of grievance procedures and working in a unionized environment.
- Knowledge of the principles and practices of supervision and training.

Ability to:

- Prepare and present both oral and written comprehensive and concise reports and recommendations.
- Interpret and apply laws, regulations, policies, and procedures.
- Plan and coordinate the implementation of new procedures and projects.
- Operate an office computer including word processing and applicable software.
- Establish and maintain effective working relationship with employees, union officials, and the public.
- Monitor budgets and expenses to ensure fiscal accountability.
- Analyze data and format the results into comprehensive reports.
- Read, interpret, and apply legal and technical information.

Attachment A

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in business or public administration, transportation, or a closely related field.

AND

Four (4) years professional experience in business or public administration, transportation administration experience, including two (2) years managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class B driver license with passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

Attachment A

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

- *Adopted: November 2017
- *BOD Approved: 00-00-00
- *Revised: 00-00-00
- *Job Family: Professional – Operations Paratransit

Appendix Q: Assistant Operations Manager: Paratransit

Attachment A

Class Code: 3125-OA58

FLSA Status: Exempt

Assistant Operations Manager – Paratransit Department Management

DEFINITION:

Under general direction of the Operations Manager – Paratransit Department, the Assistant Operations Manager – Paratransit Department plans, organizes, and manages delivery of Santa Cruz METRO's fixed route and ParaCruz service. Ensures Santa Cruz METRO Operations employees meet system performance and customer service standards and comply with related internal policies and procedures, federal and state law. May be assigned to the Fixed Route Division. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

This position requires knowledge of the operation and dispatch of paratransit including the monitoring, controlling, and scheduling of paratransit operators and department staff. This position is distinguished from the Operations Manager - Paratransit Department in that the Assistant Operations Manager – Paratransit Department exercises independent judgment in the performance of a variety of professional, complex and difficult management duties and has overall departmental responsibilities under the direction of the Operations Manager – Paratransit Department and the Chief Operations Officer.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Oversees staff to ensure and maintain a high performance and staff conformance with Federal, State, and Local laws and regulations; Santa Cruz METRO rules and regulations, including the Drug and Alcohol Testing Policy, as well provisions of labor contracts and agreements.
- Communicates with employees in the field to provide advice and assistance on how to handle difficult, sensitive, or potentially dangerous situations as they arise.
- Communicates effectively and respectfully with people from different racial, ethnic, cultural groups, physical and intellectual abilities, lifestyle choices and ages; is sensitive to the needs of clients.
- Participates in establishing operational plans and initiatives to meet department goals and objectives.
- Participates in developing and monitoring performance against the annual departmental budget.
- Participates in the development, implementation, and review of rules and regulations that further Santa Cruz METRO's goal of delivering exceptional public transportation service to Santa Cruz County.
- Participates in the resolution of employee concerns and grievances; makes standard interpretations of labor contract provisions to supervisors and/or staff.
- Evaluates employee attendance, performance, and other issues; makes recommendations on discipline as required.
- Participates in the selection and training of Operations staff.

Attachment A

- Prepares and maintains department records and reports, including payroll, attendance, and system performance statistics; assists in determining staffing needs.
- May represent Santa Cruz METRO in court appearances as needed.
- Prepares and presents reports at internal and external meetings as well as oral responses to questions from the public.
- May monitor in-field operations and communicates with maintenance and other departments as needed.
- May operate Santa Cruz METRO equipment for the purpose of operator training or in emergency situations.
- Under the direction of the Safety, Security and Risk Director, conducts safety training and licensing audits for Paratransit contractors; trains employees of proper ADA transit techniques and procedures.
- Performs other duties as assigned.
- Performs as a hands-on “working” Manager.
- Supervises, trains, and evaluates personnel.
- Reviews and approves disciplinary actions recommended by supervisory personnel, reports and data prepared by supervisory personnel; reviews and approves Agency accident reports.
- Serves as first level hearing officer for disciplinary hearing.
- May coordinate special bus services with outside agencies.
- Performs short and midterm planning for department including forecasting manpower;
- Attends meetings as assigned; may represent the Agency in court appearances as necessary.
- May assist in preparation of labor contract negotiations.
- Performs as a hands-on “working” Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Federal, state and local laws and regulations pertaining to transit operations.
- Principles and practices of transit bus operations.
- Principles and practices of bus operator scheduling.
- Working knowledge of standard office software (e.g., Microsoft Office) systems.
- Grievance procedures, conflict resolution procedures, and labor relations.
- Transit scheduling software (i.e. Trapeze).

Ability to:

- Work independently.
- Effectively motivate, train, and evaluate the performance of staff.
- Communicate effectively in oral and written form to complete paperwork, and effectively communicate with the majority of clients, employees, and the public.
- Assess and monitor budgets and departmental performance.
- Establish and maintain an effective working relationship with employees, customers and the public.

Attachment A

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Two (2) years college level course work from an accredited college in management, business or public administration, transportation, or a closely related field.

AND

Four (4) years of progressively responsible professional experience in transportation administration experience, including at least two (2) years of responsible supervisory and managerial experience, preferably in a public agency.

Experience in the following areas is preferable:

- Experience managing an ADA complementary paratransit operation service, either publicly operated or privately operated.
- Experience managing contracts in a public transit setting.
- Experience interacting with the public, boards, and advisory committees.
- Experience developing and managing a budget for operation of a relevant service or program.
- Training in paratransit management, passenger assistance techniques, paratransit scheduling software, and management.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class B driver license with Passenger Endorsement and safe driving record is required at the time of application. A valid Class B State driver license with passenger Endorsement is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Required to be able to respond to emergency situations seven days per week, 24 hours per day.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead

Attachment A

reaching and lifting up to 50 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in an office environment where the noise level is usually quiet. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional – Operations Paratransit

Appendix R: Marketing, Communications, and Customer Service Director

Attachment A

Class Code: 1300-OA70

FLSA Status: Exempt

Marketing, Communications & Customer Service Director Management

DEFINITION:

Under the direction of the CEO/General Manager, the Marketing, Communications and Customer Service Director plans, organizes, directs, develops and coordinates business development, marketing activities, branding and rebranding, acts as Santa Cruz METRO's primary media spokesperson, creates press releases, develops and oversees community outreach events/projects, oversees the content of the Santa Cruz METRO web site and social media, oversees the customer service interfaces of the agency including fare media and fare media distribution, manages the customer complaint process and is responsible for timely and responsive responses, develops, analyzes, and oversees all customer surveys, develops and oversees all aspects of the advertising program, both revenue generating and agency promotion, and develops annual business development and marketing plans that include ridership growth targets. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

Receives general direction from the CEO/General Manager. Exercises general direction and initiative over customer service and marketing communications. The Marketing, Communications, and Customer Service Director serves as the Department Head and is responsible for all department functions.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Manages and conducts marketing studies, market analysis, cost/benefit analysis, customer surveys, and provides economic and financial feasibility analysis where applicable to identify new markets, business opportunities, and customer needs.
- Identifies and contacts potential new and potential partner organizations and customer blocks in order to expand Santa Cruz METRO's ridership.
- Tracks return on investment (ROI) on certain investments made to induce ridership growth.
- Prepares technical and administrative reports, correspondence, written recommendations, and makes oral presentations to the Santa Cruz METRO Board of Directors, management, governmental officials, and other agencies and representatives.
- Supervise the publishing of Headways, the quarterly bus schedules, in both English and Spanish.
- Responds orally and in writing to inquiries and provides information regarding Santa Cruz METRO programs, marketing projects, fares, and other aspects of the organization.
- Assumes the lead in web and print content and partners with the IT department to develop Santa Cruz METRO's web site and social media pages, including updates and expanding the content and appearance of the site. Ensures that all electronic correspondence complies with Americans with Disabilities requirements.
- Develops, coordinates, implements, and grows Santa Cruz METRO's advertisement and marketing programs for revenue generation, to promote Santa Cruz METRO services, and to build ridership.

Attachment A

- Serves as Santa Cruz METRO's lead spokesperson (PIO) and media contact (Public Relations) for information relating to Santa Cruz METRO and collaborates with and shares responsibility for media contact with the Safety, Security and Risk Director during security or crisis events.
- Works in conjunction with Santa Cruz METRO's planning department to develop public outreach for route changes, short range transportation plan, grant activities, and other events and functions in which Santa Cruz METRO should interface with the public and seek public input.
- Develops tools and procedures to ensure Santa Cruz METRO creates and fosters an environment of transparency.
- Oversees various public relations activities and functions designed to increase public awareness of, and promote the use of, public transportation using written materials, web, social media, and other forms of communication.
- Responsible for the development of a Marketing Plan, its annual updates and annual marketing budget.
- Responsible for developing a proposal for branding and re-branding the agency.
- Responsible for developing and implementing an annual customer survey and presenting the results to the CEO/General Manager and the Board along with survey results trend analysis.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Performs as a hands-on "working" Manager.

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles, practices, and techniques relating to marketing.
- Mass marketing and public relations techniques including the ability to utilize video, print, and social media to communicate information to the public.
- Program analysis, cost/benefit evaluation, budget preparation, capital and financial forecasting techniques, project management and project control.
- Principles of advertising and promotional program development and evaluation.
- Principles and practices of strategic communications, and community outreach.
- Branding principles and procedures.
- Customer service principles and practices.
- Survey techniques.

Ability to:

- Provide in-depth analysis of market trends and supporting recommendations.
- Plan, organize, and direct Santa Cruz METRO's customer service, fare media, and marketing programs.
- Prepare administrative and complex technical reports, correspondence, and written recommendations.
- Make effective oral presentations.
- Prepare budget forecasts and projections of revenues and expenditures plans for planning projects. Assist in capital project budget preparation.
- Direct, organize, and evaluate departmental programs and the performance of staff.

Attachment A

- Serve as the spokesperson for the agency and represent Santa Cruz METRO in a professional and courteous manner.
- Communicate strategically and effectively in oral and written form.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Advanced knowledge of various Microsoft Suites and graphic software.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in public relations, marketing, business, with an emphasis/minor in Marketing, or a closely related field.

AND

Five (5) years professional experience the public or private sector working in marketing or communications, including two (2) years supervisory experience, preferably in a public agency. Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Must be able to work extended hours as needed, often outside regular business hours as required by the CEO and the demands of the job.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Attachment A

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee typically works in an office environment where the noise level is usually quiet. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional- Customer Service

Appendix S: Safety, Security and Risk Director

Attachment A

Class Code: 1800-P100

FLSA Status: Exempt

Safety, Security, and Risk Director Management

DEFINITION:

Under the direction of the CEO/General Manager, the Safety, Security, and Risk Director is responsible for management and oversight of the Risk Department and its functions. This position plans, organizes, implements and administers occupational, environmental, and industrial safety programs, security and risk management programs, processes, policies and procedures; oversees security and emergency preparedness functions; enforces Santa Cruz METRO rules and regulations at Santa Cruz METRO facilities and fleet; conducts system safety, security and risk assessments; coordinates security and emergency response protocols; and provides reports and updates to the CEO regarding safety, security and risk management related issues. Performs other duties as assigned.

DISTINGUISHING CHARACTERISTICS:

The Safety, Security, and Risk Director is the executive level classification in the Safety, Security, and Risk Department. The Safety, Security, and Risk Director is responsible for the administration of all occupational safety, security, injury prevention, and risk programming for Santa Cruz METRO.

EXAMPLES OF DUTIES AND RESPONSIBILITIES:

The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.

- Develops and implements safety programs and processes by researching federal, state and local safety regulations, including but not limited to Federal Transit Administration (FTA) Rules and Guidelines, Fed/OSHA and Cal/OSHA Regulations, Cal/EPA and APTA best practices.
- Consults with Santa Cruz METRO department leaders in the formation of and adherence to safety, security and emergency management programs and initiatives.
- Develops and implements programs that ensure the personal safety of transit passengers and Santa Cruz METRO employees, the protection of Santa Cruz METRO property against theft and vandalism, and the control of access to facilities.
- Develops, implements, evaluates and ensures adherence to Santa Cruz METRO security policies, programs, and procedures to ensure that activities are in accordance with Santa Cruz METRO goals.
- Creates, maintains and updates all required safety plans such as the FTA Safety Management System (SMS) and the OSHA Injury and Illness Prevention Program (IIPP)
- Monitors all transit safety and security information provided by the Department of Homeland Security
- Oversees, directs and monitors contracts of contracted security services, including the development of Post Orders and the training and retraining of security personnel.
- Coordinates national and local crisis management and incident response protocols.
- Performs as Public Information Officer during emergency situations.
- Oversees the Risk Department's record keeping procedures, including surveillance recordings retention.

Attachment A

- Directs and supervises Risk Department staff and oversees work as required; develops departmental budget; monitors department expenditures; directs staff; conducts performance evaluations; sets performance goals and objectives; provides training, guidance, coaching and counseling to staff; assigns and monitors tasks.
- Develops Key Performance Indicators (KPI's), scorecards, dashboards, and other analysis tools that will assist the CEO/General Manager in his/her goals of measuring productivity, efficiencies and to set stretch goals.
- Design, plan, develop, and conduct a safety education and training program; recommend and participate in the development and implementation of goals, objectives, policies, and procedures; identify resource needs and work with department management to develop a safety strategic plan for Santa Cruz METRO and to ensure Cal-OSHA compliance.
- Provide quarterly statistics regarding frequency and severity rates for both industrial and vehicle accidents; assist in identifying areas for improvement and recommend appropriate course of action.
- Direct and coordinate the Injury & Illness Prevention Program; audit and maintain a record keeping system of program activities; present reports to appropriate staff to address deficiencies and address mitigation.
- Investigate and analyze incident reports and complaints involving work related accidents, injuries, and illnesses; provide analyses and recommendations for corrective/preventative action.
- Develop and implement safety audit programs to identify recognized safety and health hazards, site vulnerability assessments, and emergency preparedness; recommend and coordinate proactive and corrective actions; conduct independent audits of department facilities/work locations to ensure compliance and identify potential safety hazards and/or unsafe working conditions; recommend mitigation measures; research, evaluate, and recommend the purchase of safety equipment.
- Oversee mandatory random drug/alcohol testing of department employees.
- Assist with safety and fire inspections of the department's facilities with insurance carriers as needed; accompany regulatory agency personnel on investigation and enforcement inspections.
- Maintain records including safety meeting minutes, attendance at training classes, tailgate meetings, and other records to demonstrate compliance to mandated safety requirements.
- Work within budgeted safety program funding and forecast any additional funds needed for equipment, materials, training and supplies; recommend adjustments as necessary.
- Develop and manage contracts for vendors to conduct safety training for departmental staff.
- Leads all management and labor safety discussions and meetings
- Serves as Santa Cruz METRO's liaison to the County Emergency Management Council (EMC)
- Responsible for establishing, maintaining and updating the Santa Cruz METRO Emergency Operations Center (EOC)
- Performs/oversees the accident/incident reporting functions for CalTIP
- Represents the Agency in all small claims and restraining order court actions
- Represent Santa Cruz METRO effectively with other agencies; maintain awareness of new trends and developments in the field of safety and health as well as new Cal/OSHA regulations and requirements; incorporate new developments as appropriate.
- Performs minimum quarterly safety and inspections of all Santa Cruz METRO facilities
- Performs other duties as assigned.
- Perform as a hands-on "working" Manager.

Attachment A

EMPLOYMENT STANDARDS:

Knowledge of:

- Principles and practices of safety program administration.
- Cal-OSHA regulations, legal processes, liability, and risk assessment, pertinent federal, state, and local laws, codes, and regulations, including all FTA safety and security regulations.
- Principles of industrial hygiene, ergonomics, toxicology, and the health effects of chemical exposure.
- Practices of fire prevention and protection.
- Investigative techniques.
- Familiarity with the FTA Rules and Guidelines, Fed/OSHA and Cal OSHA, Cal EPA and APTA industry best practices, codes, hazards, equipment, work methods, and safety practices.
- Requirements for the commercial operation of buses and heavy equipment.
- FEMA process, procedures, and/or reporting and disaster preparedness.
- Principles, practices, and techniques of comprehensive industrial and transit system safety programs.
- Principles, practices and techniques of security protection for buildings, grounds, and public transit systems.
- Safe work methods and safety regulations pertaining to hazardous materials at an accident/incident site.
- Budget management principles and practices.
- Emergency incident management and coordination with police, fire, and other emergency services.

Ability to:

- Effectively design, develop, implement and administer a comprehensive safety training and injury prevention program for the Risk Department.
- Develop and oversee the emergency preparedness plan and site vulnerability assessments.
- Read, analyze and interpret laws and regulations.
- Analyze records and develop recommendations; prioritize risks.
- Foresee accident-causing conditions and develop proactive prevention measures.
- Effectively communicate both orally and in writing program priorities, present ideas, manage conflict, and gain agreement.
- Monitor and determine effectiveness of safety and health processes.
- Create and maintain an effective record keeping system.
- Participate in both short and long-range budget goals.
- Establish and maintain effective working relationships with those contacted in the course of work including vendors.
- Accurately outline scope of work for contract; manage safety related contracts.
- Represent the department and make effective presentations for board, council, and other stakeholders.
- Understand and apply laws and administrative policies and procedures in the evaluation of routine property and liability insurance claims.
- Learn safety management of FTA, OSHA, FRA and CPUC.
- Investigate accident, scenes, analyze events and draw sound conclusions, recommend settlement on property and liability claims.

Attachment A

- Define problem areas, evaluate, recommend and implement solutions to complex issues and problems.
- Prepare and present comprehensive documents, charts, reports and correspondence.
- Direct, organize, and evaluate departmental programs and the performance of staff.
- Establish and maintain effective working relationships with employees, union representatives, Board members, stakeholders, elected and appointed officials, media representatives, and members of the public.
- Ability to speak before and facilitate discussions with large, diverse groups of people.
- Serve as the spokesperson for the agency in emergency situations and represent Santa Cruz METRO in a professional and courteous manner.

MINIMUM QUALIFICATIONS:

Education, Training and Experience:

Bachelor's degree from an accredited college in Business, Public Administration, Environmental or Occupational Health and/or Safety, Criminal Justice, or a closely related field.

AND

Four (4) years professional experience in a safety role preferable within a transportation agency including two (2) years supervisory experience, preferably in a public agency.

Familiarity with transit agency or transportation system activities and functions is highly desirable. Experience in a large public organization is preferred.

Additional training and experience preferred:

- Occupational Safety and Health Certification – OSHA511, 521
- Advanced Safety and Health Certificate (CSUDH)
- National Incident Management System (NIMS) courses – IS-00700a, IS-00200a, IS-00100a

LICENSES AND CERTIFICATES:

A valid Class C driver license and safe driving record is required at the time of application. A valid Class C State driver license is required at the time of appointment and must be maintained throughout employment.

SPECIAL REQUIREMENTS:

- Fluency in Spanish is preferred.
- Available for emergency duty 24 hours a day, seven days a week, including holidays.
- Must maintain strictest confidentiality.
- Must participate in professional development activities.
- Requires occasional travel.

PHYSICAL AND MENTAL DEMANDS:

The physical and mental demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Attachment A

Physical Demands

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, manipulate, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is regularly required to bend and twist at the neck, reach with hands and arms. Occasional standing, walking, overhead reaching and lifting up to 20 pounds unaided is required. Specific visual abilities required for this job include close vision, distance vision, and the ability to adjust focus.

Mental Demands

While performing the duties of this job, an employee uses written and oral communication skills; reads and interprets data, information and documents; analyzes and solves problems; uses math and mathematical reasoning; performs highly detailed work; deals with multiple concurrent tasks; and interacts with others encountered in the course of work.

Work Environment:

The employee works in a variety of environments, from an office environment where the noise level is usually quiet, to the bus yard or maintenance shop where noise levels may be high. May work out in the field when needed. May require availability to work a flexible schedule.

OTHER CONDITIONS OF EMPLOYMENT:

Must pass requisite background check.

*Adopted: November 2017

*BOD Approved: 00-00-00

*Revised: 00-00-00

*Job Family: Professional – Risk

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Santa Cruz METRO
Total Compensation Study
Personnel Committee

Agenda

- About CPS HR Consulting
- Project Team
- Compensation Study Process
 - Goals & Objectives
 - Project Strategy
 - Methodologies
 - Timeline
- Questions

Primary Contacts/Management



Andi Bernard, Project Manager

- Principal HR Consultant
- Email: cbernard@cpshr.us
- Phone: (916) 471-3325



Jennifer Ramos, Deputy Project Manager

- Principal HR Consultant
- Email: jramos@cpshr.us
- Phone: (916) 471-3125
- *Project Manager of Classification Study*



Bruce Davis

- CPS HR Classification & Compensation Division Manager
- Email: bdavis@cpshr.us
- Phone: (916) 471-3382

Project Team

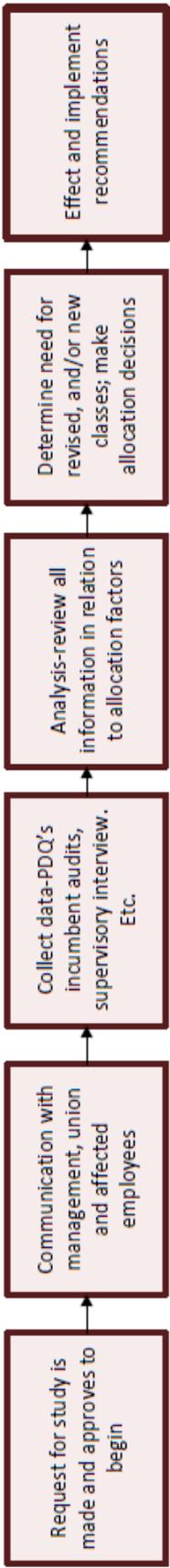
Compensation

Alfred Bingham, Sr. HR Consultant, MBA, MEd, SPHR, SHRM-SCP
Edie Sabia, Sr. HR Consultant
Angela Pershnick, HR Consultant, MA

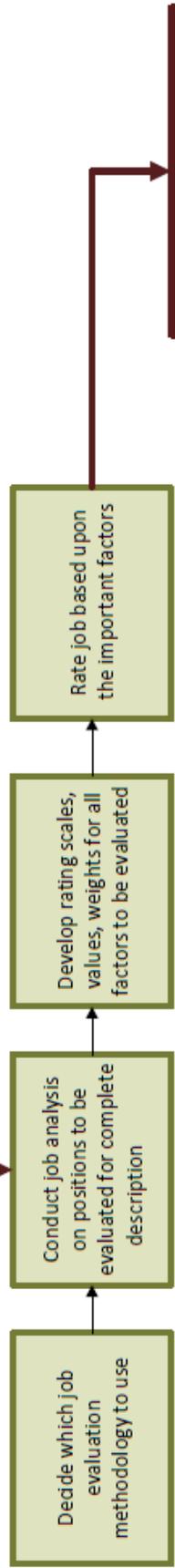
Support

Sarah Williams

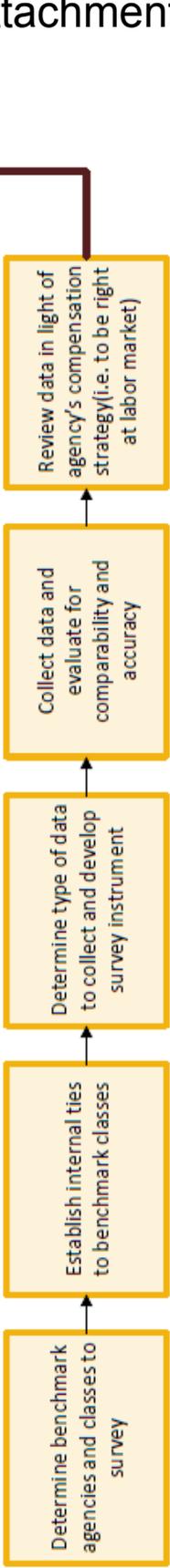
Job Analysis Stage



Job Evaluation Stage



Market Analysis Stage



Make recommendations: balancing market data with internal equity considerations

Study Goals & Objectives

Compensation Study

Management Classes
11 labor market agencies

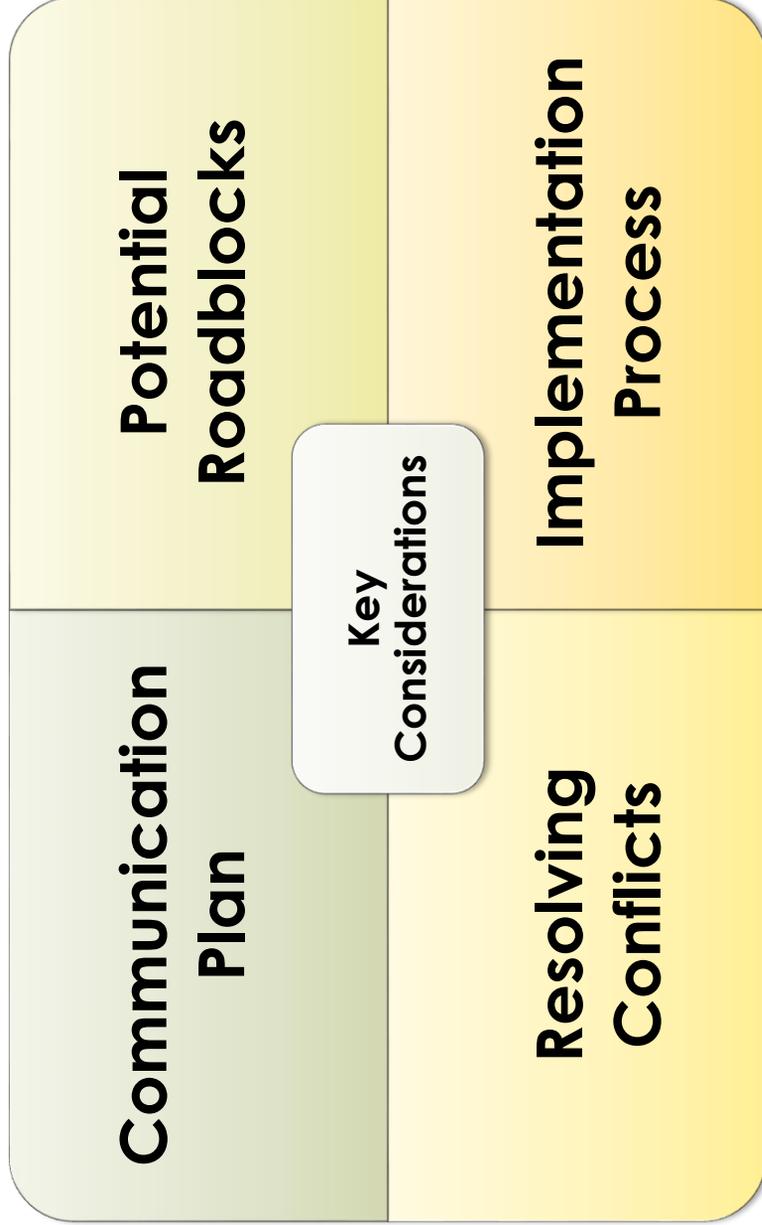
Identify/research base salary and benefit trends for specific jobs within the market

Determine salary structure that is **externally competitive** and **internally equitable**

Examine potential pay variances

Provide defensible recommendations on pay levels for jobs, in accordance with FLSA

Project Strategy



Compensation Study Methodologies

Attachment B

Benchmark
Selection

Labor
Market

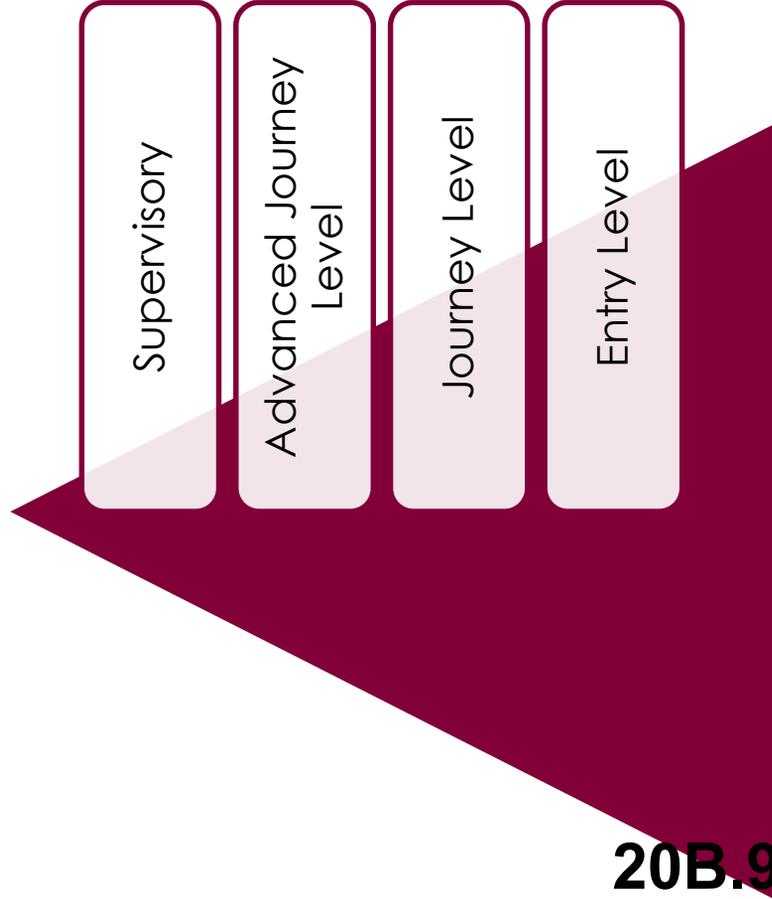
Mean vs.
Median

Cost of
Living vs.
Cost of
Wages

Steps &
Salary
Ranges

Benchmark Selection

Attachment B



Established Labor Market Agencies

- 1. Alameda-Contra Costa Transit District
- 2. City of Santa Cruz
- 3. Central Contra Costa County Transit Authority
- 4. County of Santa Cruz
- 5. Golden Gate Transit District
- 6. Monterey-Salinas Transit District

Attachment B

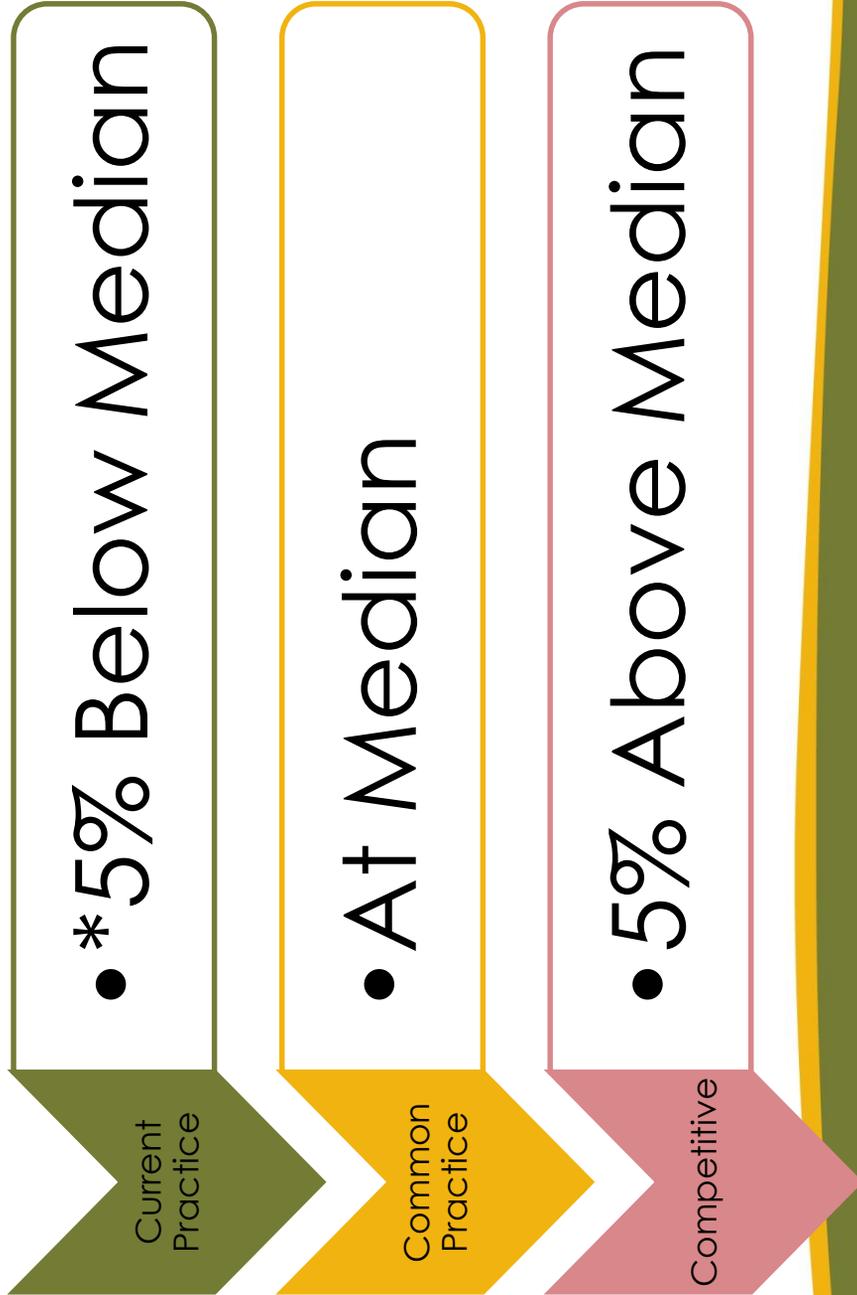
- 7. Riverside Transit Agency
- 8. San Joaquin Regional Transit District
- 9. Santa Barbara Metropolitan Transit District
- 10. Santa Clara Valley Transportation Authority
- 11. San Mateo County Transit

Total Compensation Elements

Base Salary	Benefits & Premium Pay
Minimum & Maximum Salary Ranges	Medical, Dental and Vision Programs
Labor Market Position (i.e., median, mean, or other percentile)	Defined-Benefit Retirement Programs and Social Security practices
Cost of Living & Cost of Wages	Cash add-ons premium pays such as: Longevity pay Bilingual Pay Special Assignment Pay Shift Differential Pay Education Incentive Pay Certification Pay Training Officer Pay Deferred compensation
20B.1 Internal Equity	Attachment B Paid time off practices
Private Sector Data - Economic Research Institute (ERI)	Other employer paid/provided benefits

Board Discussion

Setting Pay Ranges



Compensation Study Data Reporting Example

Housing Specialist II (Occupancy Specialist II)

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp	Retirement Pickup	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Sec/Medicare	Monthly Total Compensation
CLIENT AGENCY	Housing Specialist II (Occupancy Specialist II)	\$3,101	\$4,158		\$83			\$1,078				\$1,265	\$60	\$6,644
Comparable Agency 1	Housing Specialist II	\$4,498	\$5,467					\$2,096	\$56			\$1,442	\$79	\$9,140
Comparable Agency 2	Housing Specialist II	\$4,353	\$5,835				\$1,285					\$1,263	\$85	\$8,467
Comparable Agency 3	Section Eight Advisor	\$3,949	\$5,418				\$1,200					\$1,085	\$414	\$8,117
Comparable Agency 4	Housing Specialist II	\$4,111	\$5,515					\$1,573	\$90			\$1,417	\$80	\$8,675
Comparable Agency 5	Program Specialist II	\$3,351	\$4,751		\$143		\$900					\$951	\$69	\$6,813
Comparable Agency 6	Housing Specialist II	\$3,487	\$5,496				\$880					\$1,019	\$420	\$7,815
Comparable Agency 7	Housing Services Specialist	\$3,642	\$4,735					\$1,414	\$43	\$5		\$847	\$362	\$7,407
Comparable Agency 8	Housing Specialist I	\$3,248	\$3,991				\$1,129					\$1,156	\$305	\$6,581

Base Salary Median	\$5,443
Base Salary Mean	\$5,151
% Above or Below Median	-30.89%
% Above or Below Mean	-23.88%

Total Compensation Median	\$7,966
Total Compensation Mean	\$7,877
% Above or Below Median	-19.89%
% Above or Below Mean	-18.55%

Compensation Study Components

Final Deliverables

Compensation Products

- Draft Report summarizing study
- Salary recommendations for management classifications
- CPS HR Project Manager will meet with key stakeholders to discuss report and finalize recommendations

Final Products & Services

- Final Compensation Reports for SC Metro to review, approve, and implement
- Presentation of findings and recommendations, including written and oral reports, at various meetings, including Executive Management and Board meetings
- Support and follow-up to resolve any outstanding issues

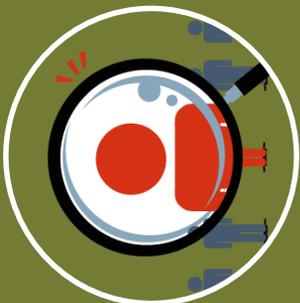
Attachment B



Reward



Retain



Recruit



Questions?

Thank you.



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
SUBJECT: ESTABLISHMENT OF PASSENGER CODE OF CONDUCT AND SERVICE SUSPENSION/EXCLUSION POLICIES FOR FIXED-ROUTE SERVICES, TRANSIT FACILITIES AND PARACRUZ

I. RECOMMENDED ACTION

That the Board of Directors approve the fixed-route, transit facilities and ParaCruz passenger code of conduct and service suspension/exclusion policies

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) does not currently have a formal, Board-adopted fixed-route, transit facilities or ParaCruz passenger code of conduct or service suspension policy
- In the absence of a such policy, METRO has communicated “Riding Tips & Policies” to customers via a page in the quarterly Headways
- METRO has experienced increasing incidents of inappropriate passenger behavior, which can create significant service disruptions and even unsafe environments for operators and passengers
- Adoption of formal policies, along with a public education process, could help mitigate these disruptive behaviors and ensure the safety of our operators and passengers, as well as ensure that the system continues to be a reliable and welcoming form of transportation for our community
- Following Board approval, staff will incorporate changes in the ParaCruz Guide and return to the Board for final approval.

III. DISCUSSION/BACKGROUND

Most public transit agencies have a passenger code of conduct policy. Such policies communicate to the riding public the agency’s rider etiquette expectations. Having a policy in place is also an important component in successful rider suspension or exclusion actions.

Some common challenges experienced on the METRO system include:

- Strollers and other non-ADA devices taking up passenger space or creating a safety hazard in the aisle

- The need for “hoverboards” to be excluded from the system given their propensity to catch fire, especially since METRO operates CNG buses
- Able bodied passengers occupying identified Senior/Disabled seating areas, and refusing to relinquish those seats when asked to do so by the Operators
- Passengers occupying more than one-seat by placing luggage, backpacks and personal items on the seat next to them or laying across multiple seats
- Unauthorized animals
- Fare evasion
- Smoking/”vaping”
- Alcohol consumption
- Disorderly conduct including verbally or physically abusing the bus operator or customers
- Excessive noise – Playing radios
- Excessive Odors
- Loitering at METRO facilities
- Solicitation at METRO facilities
- Intoxication
- Litter
- Lewd conduct
- Physical altercations

Although staff and legal counsel have worked effectively with local law enforcement to mitigate passenger disruptive behavior when it becomes violent, law enforcement is not as effective or available when behavior is seriously disruptive, but not violent. In order to more effectively deal with these types of disruptive passengers, staff and legal counsel have developed the passenger code of conduct and service suspension/exclusion policies. The policies were drafted in compliance with FTA civil rights and ADA regulations and guidance and would provide METRO with the ability to suspend offenders from using METRO's system for an appropriate period of time. Each incident will be evaluated on a case-by-case basis and any service suspension will include a notice and appeals process.

Policy enforcement: For the safety of METRO bus operators, bus operators and ParaCruz drivers are trained in conflict avoidance and conflict de-escalation. Operators will have no new duties under the proposed policies. As they do today, operators will continue to use good judgment in determining how best to handle a disruptive passenger. In some cases, the bus operator are able to neutralize the challenge as it occurs. In other cases bus operators radio dispatch

and seek the assistance of a road supervisor. In other cases, the bus operator, security personnel or road supervisor will document the severity or recurring nature of the incident(s) and work with METRO's legal department to pursue the appropriate measure, which might include suspending or excluding the rider from the METRO system for a short or prolonged period of time. Finally, Security personnel will enforce the policy at transit centers that are staffed with contracted security.

Prior to the finalization of the policies, the SEIU reviewed the fixed-route and facilities policy and the UTU/SMART reviewed both the fixed-route and facilities policy and the ParaCruz policy. Both unions were afforded the opportunity to provide feedback and suggested edits.

If adopted by the METRO Board, the policies will go into effect immediately. A bilingual pamphlet will be developed that will communicate the key points of the policies; the full policies will be posted on METRO's website; and the bilingual pamphlet will also be available on the METRO website. Additionally, bilingual car-cards will be developed for display inside the buses.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Adoption of the policies should result in a minimal fiscal impact. There will be a yet to be determined cost associated with the development and production of the educational materials. The CEO proposes that such expense can be absorbed in the agency's printing budget and the FY18 marketing budget, Account 504215 and Department 1100, account 503031 – Professional/Technical Services.

V. ALTERNATIVES CONSIDERED

Do nothing – The CEO does not recommend this approach since METRO is in need of policies that will guide its response to inappropriate behavior on the system. Further, in the absence of such policies, METRO may face challenges in successfully obtaining future restraining orders. Finally, it is appropriate to educate riders on METRO rider etiquette expectations.

VI. ATTACHMENTS

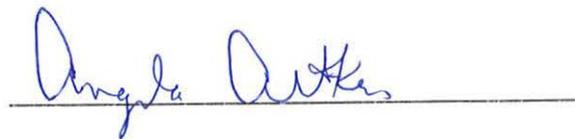
Attachment A: Fixed-Route and Facilities Code of Conduct

Attachment B: ParaCruz Code of Conduct

Prepared By: Alex Clifford, CEO/General Manager
Julie Sherman, General Counsel

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



Attachment A



Legal Department

Department Manager/Title

CEO

PASSENGER CODE OF CONDUCT AND SERVICE SUSPENSION/EXCLUSION FOR FIXED ROUTE SERVICES AND TRANSIT FACILITIES

Policy #: AP-_____
Origination Date: _____
Revised Date: _____

I. PURPOSE

- 1.01 The Santa Cruz Metropolitan Transit District (“Santa Cruz METRO”) is committed to providing quality and non-discriminatory public transportation within Santa Cruz METRO’s service area. There are occasions, however, when customer behavior seriously disrupts or endangers the health and safety of our employees and members of the public who use our services. When this occurs, it may be necessary to deny Santa Cruz METRO services and/or access to Santa Cruz METRO facilities to those customers in accordance with the criteria and procedures specified in this Policy.
- 1.02 This Policy is enacted pursuant to the authority granted to Santa Cruz METRO by the California Penal Code Section 640(e) and the California Public Utilities Code Sections 99112 and 99580 et seq.
- 1.03 Reference Article V of this Policy for those circumstances/behavior that may result in suspension/exclusion.

II. APPLICABILITY

- 2.01 This Policy applies to any member of the public utilizing Santa Cruz METRO’s fixed route service, or while on Santa Cruz METRO’s property or facilities.
- 2.02 Santa Cruz METRO will post this Policy at each of its transit centers and on its website upon adoption.

III. DEFINITIONS



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- 3.01 **“Abuse”** and **“harassment”** means any physical or verbal mistreatment, including assault, hitting, kicking, gestures, yelling, spitting, threats, intimidation, assaults, slurs, and cursing. Intimidation, threats and slurs include, but are not limited to, racially-motivated comments.
- 3.02 **“Fare”** means the monetary charges established by Santa Cruz METRO for the use of its transit services and facilities.
- 3.03 **“Graffiti”** means any unauthorized inscription, word, figure, tag, mark or design that is written, marked, etched, scratched, drawn painted or otherwise affixed onto Santa Cruz METRO facilities or property.
- 3.04 **“Santa Cruz METRO vehicle”** means a Santa Cruz METRO bus, van or other vehicle owned, operated, or used by Santa Cruz METRO or its contract service providers transporting Santa Cruz METRO representatives or customers.
- 3.05 **“Santa Cruz METRO Facility”** means any property identified as being owned and/or operated by Santa Cruz METRO, including but not limited to all transit centers, bus stops, operating and maintenance facilities, and Santa Cruz METRO's administrative offices.
- 3.06 **“Weapon”** includes but is not limited to firearms, switchblades knives, axes, gravity knives, box cutters, straight razors, unpackaged razor blades, swords, nun chucks, explosives, dangerous chemicals or devices, radioactive materials, and highly combustible materials.

IV. RULES PERTAINING TO USE OF SANTA CRUZ METRO'S FACILITIES/VEHICLES

4.01 Boarding/Alighting and Fare Payment

- A. Board at the front of the bus and use the handrails to help you board safely.



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- B. Exit at the rear door of the bus. For your safety, METRO encourages elderly, disabled and passengers with small children to alight through the front doors and use the handrails.
 - C. Stand up and make yourself visible to the bus operator, as the bus approaches the bus stop unless in a wheelchair. If in a wheelchair, make yourself visible to the bus operator.
 - D. To reduce boarding time and assist in keeping schedules on time, please have your CRUZ Card or Discount Fare ID Card and exact fare ready. Cash or proof of fare is required to board the bus. If a discount is requested, proof of qualifying discount must be provided.
 - E. The bus operator will notify customers to wait while he/she boards a person with disabilities first.
 - F. All seats near the front of the bus are identified for senior and disabled customers. Federal law requires that a non-qualifying patron move to another seat or stand when a qualifying patron needs the seat.

4.02 Strollers, Luggage, Bicycles and Skateboards

- A. Folding strollers and folding bikes (under 5 feet in length when folded) are allowed inside the bus, as long as they can be folded and stored out of the aisle and controlled by the passenger and do not obstruct additional seats beyond the seat in which the passenger is sitting.
- B. Bicycles, skates, skateboards, kick scooters and other wheeled devices, except wheelchairs and mobility aid devices, may not be ridden on Santa Cruz METRO property or buses. Since many of Santa Cruz METRO's buses operate on compressed natural gas, electronic skateboards, sometimes called "hoverboards" and other similar electronic powered devices are expressly precluded from METRO buses and facilities given their propensity to catch fire.



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- C. Passengers may carry or walk wheeled riding devices, excluding hoverboards, in a safe manner at Santa Cruz METRO facilities to park and/or board the bus.
 - D. All passengers with wheeled riding devices, including wheelchairs and mobility aid devices, excluding hand-held skates or skateboards, must use ramps or elevators to access elevated or lowered platforms.
 - E. Tandem, three-wheeled, or fuel-powered bicycles are not permitted on any Santa Cruz METRO facilities or buses.

4.03 Animals

- A. Animals are not permitted in Santa Cruz METRO facilities or vehicles, unless one of the following applies:
 - 1. The animal is in a secure carrier specifically designed for transporting animals;
 - 2. The animal is a certified police dog and is accompanied by a peace officer; or
 - 3. The animal is a service animal, as defined by the Americans with Disabilities Act (ADA). A Bus Operator may ask whether the animal is a service animal and what service the animal performs for the handler (*See Santa Cruz METRO's Service Animals Policy*).
- B. Handlers must ensure that an animal shall not deprive a customer of a seat or block an aisle. Handlers shall maintain control of their animals at all times.
- C. Handlers of animals shall promptly remove all animal waste from Santa Cruz METRO facilities and vehicles.
- D. Do not allow any animal to occupy a seat on transit property, to run at large without a leash, to unreasonably disturb others, or obstruct the flow of passenger or bus traffic.



4.04 Miscellaneous

- A. Food and drink are permitted on Santa Cruz METRO buses, provided they are not easily spilled.
- B. For Safety purposes, all passengers must wear soled foot covering (shoes, flip flops, high heels, etc.) while on a Santa Cruz METRO bus or at a Santa Cruz METRO facility.
- C. All passengers must disembark the bus at the end of the line (bus layover).
- D. Commercial activity is prohibited at any Santa Cruz METRO facility, property, or on any transit vehicle, unless permitted and authorized by Santa Cruz METRO or its agents.
- E. Santa Cruz METRO transit facility public restrooms are for Santa Cruz METRO bus patrons, Santa Cruz METRO employees and patrons of authorized vendors at the transit facility.

V. CRITERIA FOR SUSPENSION OF SERVICE AND/OR EXCLUSION FROM BUS OR TRANSIT FACILITIES

5.01 The following conduct (hereinafter referred to as “Suspendable Conduct”) will subject a Santa Cruz METRO customer to removal, including immediate removal where appropriate, and/or exclusion from buses and/or transit facilities:

5.02 Fare Evasion

- A. Failure to follow the standards provided in Section 4.01 above.

5.03 Blocking

- A. Intentionally obstructing or impeding the flow of transit vehicles, passenger traffic, hindering or preventing access to transit vehicles or



transit centers, or unlawfully interfering with the provision or use of public transportation services.

- B. Blocking an aisle, door, or stairway with one's body or an object, in a way that poses a danger, unreasonably impedes a patron's movement, or displaces a person.
- C. Occupying more than one seat. For the courtesy of all other passengers, and to ensure seating availability, personal items are not to be placed on passenger seats.
- D. Bringing onto a transit vehicle, any package or other object which blocks an aisle or stairway or occupies a seat, if to do so would, in the bus operators sole discretion, cause a danger to, or displace passengers or expected passengers.

5.04 Animals

- A. Failure to follow the standards provided in Section 4.03 above.

5.05 Food, Alcohol, Drugs and Weapons

- A. Failure to follow the standards provided in Section 4.04 above.
- B. Carrying any flammable liquids, explosives, acid, battery, or other article or material likely to cause harm to others. Firearms, fireworks and hoverboards are strictly prohibited on all buses and at all facilities.
- C. Drinking or carrying alcohol in an open container is prohibited on all buses and Santa Cruz METRO facilities.
- D. Sticking or affixing chewing gum onto any surfaces in a bus or Santa Cruz METRO facility is strictly prohibited.



5.06 Disorderly Conduct

- A. Harassing or abusing a Santa Cruz METRO employee or customer because of that person's race, nationality, sexual orientation or other protected classifications.
- B. Sexually harassing any Santa Cruz METRO employee or customer.
- C. Disruptive conduct of customers who are temporarily unable to care for themselves due to illness or intoxication (alcohol, drugs, or other intoxicating substances), which interferes with the safe and smooth operation of the system.
- D. Verbal, threatening, violent or physical abuse of Santa Cruz METRO employees, or customers. This includes engaging in or soliciting another person to engage in lewd conduct.
- E. Defacing, destroying or otherwise damaging Santa Cruz METRO property or any signs, notices or advertisements on transit property, or buses, including graffiti of any kind. Willfully tampering with, removing, displacing, damaging, or destroying any part of any facility or vehicle of Santa Cruz METRO.
- F. Discarding litter other than in designated trash receptacles.
- G. Behavior that presents a danger to the health, safety or welfare of the offending customer, other customers, or a Santa Cruz METRO employee. Such behavior includes conduct which is violent, seriously disruptive, or illegal as defined by the California Penal Code.
- H. Extending an object or a portion of one's body through the door or window of a transit vehicle while it is in motion.
- I. Placing one's feet or shoes on seats or furnishings within buses and transit centers.



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- J. Urinating, defecating, vomiting, spitting or inappropriately discharging of bodily fluids on transit property.
 - K. Possession of alcohol, controlled or hazardous substances, guns, knives or devices that are weapons or appear to be capable of being used as a weapon. This provision does not apply to law enforcement or security personnel.
 - L. Hanging or swinging on bars or stanchions, with feet off the floor, inside a transit vehicle or other transit property; hanging onto or otherwise attaching oneself at any time to the exterior of a transit vehicle or other transit property.
 - M. Throwing any object from a transit vehicle.
 - N. Criminal conduct prohibited by the California Penal Code.

5.07 Noise, Odors, Health and Safety

- A. Intentionally disturbing others by engaging in loud, boisterous, raucous, unruly, or harassing behavior that is harmful and intimidating to others, including gum popping, whistling and drumming or pounding.
- B. Playing an audio device, audible game device, cell phone on speaker, musical instrument or any other sound producing equipment, except when the equipment is connected to earphones that limit the sound to the individual listener. When using earphones, the volume must be lowered such that passengers sitting in adjacent seats will not be bothered by the sounds emanating from the earphones.
- C. A person may not be on or in a Santa Cruz METRO bus or facility with an unavoidable repulsive odor so extreme it causes a nuisance and/or unreasonably interferes with the use, operation or enjoyment of Metro facilities or impacts the health, welfare or safety of other customers or Santa Cruz METRO employees.



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- D. Other behavior or condition that presents an unacceptable health, safety or welfare risk to Santa Cruz METRO customers or employees.

5.08 Loitering

- A. Camping in or on Santa Cruz METRO transit property, including bus shelters; storing personal property on benches, floors or other areas of Santa Cruz METRO transit property.
- B. Failure to disembark the bus at the end of the line (bus layover).
- C. Loitering at a Santa Cruz METRO facility, including bus shelters, is strictly prohibited. No one shall be allowed on a Santa Cruz METRO facility without a valid bus fare, unless in the process of moving towards a ticket vending machine or customer service window to purchase a valid bus fare, or to patronize one of the authorized vendors at the transit facility.
- D. Use of Santa Cruz METRO transit facility public restrooms by non-Santa Cruz METRO bus patrons, Santa Cruz METRO employees and patrons of authorized vendors at the transit facility.

5.09 Commercial Activity / Solicitation

- A. Soliciting, advertising, selling or distributing goods or services on transit property, except as authorized by Santa Cruz METRO or its agents.
- B. Engaging in or soliciting another person to engage in prostitution or other illicit activity.

5.10 Miscellaneous

- A. Smoking or carrying a lighted or smoldering pipe, cigar, cigarette, electronic cigarette, "vaping" device, or using any tobacco, marijuana or other products on Santa Cruz METRO properties or buses. Smoking is also prohibited within 50 feet of any bus stop or 25 feet of any Santa Cruz METRO facility window door, and on or in any transit vehicle or facility.



- B. Discharging or activating a laser-emitting device on a transit vehicle or Santa Cruz METRO facility, directing such a device from a transit vehicle toward any other moving vehicle, or directing such a device toward any Santa Cruz METRO employee or passenger.
- C. Failure to wear soled foot covering (shoes, flip flops, high heels, etc.) while on a Santa Cruz METRO bus or at a Santa Cruz METRO facility.

VI. PROCEDURES FOR SUSPENSION AND/OR EXCLUSION

- 6.01 A person who violates this Policy is subject to a notice of violation and imposition of any and all remedies, fines, criminal sanctions, damages, and penalties available by law. Enforcement of any provisions of this Policy involving the payment of any fees, penalties or other administrative amounts, or community service, based on California Penal Code section 640 (b) and (c), shall be pursuant to the authority and according to the procedures, herein and as set forth in the California Public Utilities Code including section 99580 et seq. Parents or guardians shall also be responsible in addition to the minor for any fees, penalties, or fines incurred or damages caused by their minor in connection with a citation. violation of this Policy that is also a violation of a local, state, or federal law may be prosecuted in a court proceeding by the appropriate authority, in addition to any enforcement by or remedies available to Santa Cruz METRO. Failure to comply with an exclusion determination may result in fines, a citation for criminal trespass, and any other applicable criminal and civil remedies.
- 6.02 Service may be suspended and the passenger may be removed from the bus if a passenger engages in suspendable conduct. Based upon the seriousness of the passenger's conduct, prior experiences with the passenger and, taking into account information presented by the involved passenger and Santa Cruz METRO employees, Santa Cruz METRO will determine the length of the suspension or determine whether exclusion from service is warranted.



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- 6.03 A Notice of Suspension/Exclusion will, if possible, be mailed to the involved passenger. If service of the Notice of Suspension/Exclusion on the passenger cannot be accomplished by regular mail, Santa Cruz METRO may use other methods of obtaining service on the passenger, including hand-delivery.

 - 6.04 Passengers may present information opposing a suspension or exclusion by contacting the Chief Operations Officer (COO) at Santa Cruz METRO's Administration offices, located at 110 Vernon Street, Santa Cruz, CA. Information concerning the passenger's right to present opposing information will be included in the Notice of Suspension/Exclusion.

 - 6.05 Santa Cruz METRO reserves the right to pursue all remedies at law, but not limited to, enlisting the services of local law enforcement, petitioning the Superior Court for a Temporary Restraining Order (TRO) and/or seeking a permanent injunction in appropriate cases.

VII. ADMINISTRATION OF POLICY

- 7.01 Each Department Manager is responsible for administering this Policy and procedures within their department in accordance with this Policy.

- 7.02 Santa Cruz METRO will integrate this Policy into the agency's policies and procedures.

VIII. REVISION HISTORY

Date	Action	Approved By

END OF POLICY

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Attachment B



Legal Department

Department Manager/Title

CEO

PASSENGER CODE OF CONDUCT AND SERVICE SUSPENSION/EXCLUSION FOR VIOLENT, SERIOUSLY DISRUPTIVE, AND/OR ILLEGAL CONDUCT ON PARATRANSIT VEHICLES

Policy #: AP-_____ **Origination Date:** _____ **Revised Date:** _____

I. PURPOSE

- 1.01 Santa Cruz METRO reserves the right to amend, modify, or delete this Policy at any time.
- 1.02 The Santa Cruz Metropolitan Transit District (“Santa Cruz METRO”) is committed to providing quality and non-discriminatory public transportation within Santa Cruz METRO’s service area. There are occasions, however, when customer behavior seriously disrupts or endangers the health and safety of our employees and members of the public who use our services. When this occurs, it may be necessary to deny Santa Cruz METRO services and/or access to Santa Cruz METRO facilities to those customers in accordance with the criteria and procedures specified in this Policy.
- 1.03 This Policy is enacted pursuant to the authority granted to Santa Cruz METRO by the California Penal Code Section 640(e) and the California Public Utilities Code Sections 99112 and 99580 et seq.

II. APPLICABILITY

- 2.01 This Policy applies to any member of the public utilizing Santa Cruz METRO’s paratransit service, or while on Santa Cruz METRO’s paratransit vehicles.
- 2.02 Santa Cruz METRO will post this Policy at each of its transit centers and on its website upon adoption.

Attachment B

III. CRITERIA FOR SUSPENSION OF PARATRANSIT SERVICE

- 3.01 In accordance with Section 37.5(h) of the ADA regulations, the Santa Cruz Metropolitan Transit District (METRO) will not permit passengers to ride its paratransit services who have exhibited behavior that is violent, seriously disruptive, or illegal. Violent, seriously disruptive and/or illegal conduct (hereinafter referred to as "Suspendable Conduct"), including, but is not limited to, the following conduct:
- A. Eat, drink, play radios, cassette players, mp3 players, or CD players (without headphones), or litter on vehicles;
 - B. Soil the vehicle with bodily fluids or waste;
 - C. Fail to maintain acceptable standards of personal hygiene; which could expose passengers and drivers to health and safety risks;
 - D. Distract the driver or interfere with or damage the vehicle or equipment;
 - E. Use abusive, threatening, or obscene language;
 - F. Commit violent or illegal actions or any criminal conduct prohibited by the California Penal Code;
 - G. Fraudulently obtain paratransit service for themselves or others;
 - H. Behave in ways that seriously disrupt the service or delay the vehicle;
 - I. Harass, abuse or threaten other riders or METRO staff;
 - J. Wear strong fragrances;
 - K. Smoke (including electronic or "vaping" devices) on, or within forty (40) feet, of the vehicles.

IV. PROCEDURES FOR SUSPENSION AND/OR EXCLUSION

- 4.01 Depending on the severity of the incident, service may immediately be suspended to passengers who engage in Suspendable Conduct. METRO shall conduct an investigation of the Suspendable Conduct, which shall include interviewing the passenger involved in the Suspendable Conduct, and shall make a determination of the length of the suspension within 10 working days from the date of the incident resulting in the suspension. In determining the length of the suspension, and the conditions for the

Attachment B

reinstatement of the suspended passengers riding privileges, METRO staff shall consider the cause of the Suspendable Conduct and METRO staff's ability to resolve the matter in conjunction with the suspended passenger, his/her caretaker and/or the appropriate community service agency to ensure the Suspendable Conduct will cease. Repeated incidents of Suspendable Conduct also will be factored into the length of the suspension.

V. PROCEDURES FOR APPEAL OF SUSPENSION AND/OR EXCLUSION

- 5.01 Riders may appeal the suspension of their service by submitting a written request for an appeal to METRO's Administrative office, at 110 Vernon Street, Santa Cruz, CA 95060 within 10 calendar days of the date of the determination of the length of the suspension.
- 5.02 If an individual is unable to submit a written appeal, because of a disability, he/she may contact Santa Cruz Metro's Customer Service Supervisor at (831) 425-8600, who will tape record the conversation with the individual's knowledge and consent. The individual making the appeal must identify himself/herself (for verification purposes only) and provide all other necessary information in order for the appeal to be processed. The appeal will be mailed to the individual for verification and signature (if possible). The appeal will not be processed until the appeal is received back by Santa Cruz Metro, signed by the individual or, if unable because of a disability to sign the form, by the representative, as verification of its accuracy.
- 5.03 An appeals panel will be convened within 30 days from the time METRO receives a written request for an appeal. Depending on the severity of an incident, riders appealing a suspension based on Suspendable Conduct may not be allowed to continue to ride until the appeals panel issues a written decision on the case. The appeals panel shall issue a written decision on the appeal within 10 working days from the date the appeal is heard.

VI. ADMINISTRATION OF POLICY

- 6.01 Suspendable Conduct, which is determined to be due to a disability of the rider, may not result in a suspension. However, METRO may require the rider to travel with a Personal Care Attendant (PCA) if it is established that the rider's behavior poses a significant, potential threat of harm to other passengers or the driver. If such Suspendable Conduct continues and the required PCA is unable to prevent further instances of such behavior so

Attachment B

that the rider continues to present a potential health, welfare, or safety problem, service for the rider may be suspended.

6.02 When service is reinstated for an individual whose service had been suspended for violation of this policy, the individual's behavior will be monitored for a period of 60 days to determine that the individual can control his/her behavior. If behavioral incidents reoccur, the individual may be required to travel with a self-provided PCA.

VII. REVISION HISTORY

Date	Action	Approved By

END OF POLICY

UNIFIED CORRIDOR INVESTMENT STUDY

ORAL REPORT

Staff presentation will include update on:

- Summary of Step 1 Analysis
- Bus Concepts Step 2 Scenarios
 - Soquel Avenue/Drive and Freedom Blvd.
 - Bus Rapid Transit “Lite”
 - Highway 1
 - High Occupancy Vehicle (HOV) Lane
 - Bus On Shoulders
 - Rail Corridor
 - Bus Rapid Transit Concept
- Step 2 Activities and Timeline

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LEGEND:
 Orange - 2 directional on rail ROW
 Green - 1 directional on rail ROW
 Blue - reverse direction on street network
 Hot Pink - one lane but 2 directions using signals.

MAP LEGEND

University of California Santa Cruz



Google My Maps

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DATE: January 26, 2018
TO: Board of Directors
FROM: Barrow Emerson, Planning & Development Manager
**SUBJECT: REQUEST THE BOARD OF DIRECTORS DIRECT STAFF TO INITIATE
A FARE RESTRUCTURING ANALYSIS PROCESS**

I. RECOMMENDED ACTION

That the Board of Directors direct staff to initiate a fare restructuring analysis

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) staff has been conducting preliminary analysis on fare restructuring, including opportunities for improved fare payment technology.
- At its January 5th meeting, the Finance Standing Committee approved the staff recommendation to bring to the Board a proposal to initiate a fare restructuring analysis process.

III. DISCUSSION/BACKGROUND

Background

As part of long term financial and service planning, METRO staff has been conducting preliminary analysis of fare restructuring, including technological upgrades to fare payment methods.

The fare structure can be an important tool for operational efficiency, marketing and long-range budget planning.

This analysis is necessary because:

- Potential risks to the 5-year balanced budget.
- Reduced revenue from TDA-STA 99313 (Population Share) program beginning in FY20.
- Based on future budget projections, METRO will need additional revenue to maintain service levels over the next five years as funding sources remain relatively stable while costs increase. (See Attachments A1 and A2)
- As the operating budget increases and fare revenue remains stagnant, the farebox recovery ratio declines (See Attachment B). As this graphic shows, starting in FY18 the METRO farebox recovery ratio is projected to decrease

- from over 24% to 22% without any increase in fare revenue. One of our primary revenue sources, the California Development Act (TDA) which provides METRO almost \$7 million annually, has within its statutes the ability to punish financially agency's whose farebox recovery percentage falls below 20%.
- Another implication It is standard transit industry practice to review fare structure at least every five years.
 - METRO's last fixed route fare modification was in 2012.
 - The 2012 fare changes were not actually a comprehensive restructuring of fares and pass policy, but merely an increase in the cost of the base fare and corresponding increases to the various passes to address the recurring structural deficit.
 - Coming out of the recession, five Northern California transit agencies have implemented fare restructurings in the last two years resulting in base fares greater than METRO's current \$2.00 base fare. (See Attachment C)

Scale of Revenue Opportunities

METRO's current fare revenue is approximately \$10M annually with a farebox recovery ratio of 23%. Over half of fare revenue comes from funding contracts with UCSC/Cabrillo for public fixed routes that also serve the schools. (See Attachment D)

Staff will return to the Finance Standing Committee in February with detailed proposals as to how to increase fare revenue by up to \$2 million annually.

Targeted Strategies

There are opportunities to implement targeted strategies that would address various needs and issues of our non-UCSC/Cabrillo ridership who are generally transit dependent and have lower incomes, including discount scenarios for various passes

Another opportunity is to incentivize non-cash fare payment by providing a discount for use of a smartcard (Cruz Cash or Cruz Pass)

Fare Payment Technology

Basic fare restructuring, such as raising the base fare and adjusting the discount of a monthly pass, can be achieved without any change in fare collection technology.

A fare restructuring provides an opportunity to consider other aspects of fare collection, such as improving customer convenience and trying to reduce inefficiencies in METRO's current fare collection process, such as increased dwell time and service delays due to on-board cash payments.

New fare collection technology could be implemented concurrently with the fare restructuring if required, or at a later date. That determination would be made based on the basis of whether the technology is required to implement the fare restructuring, and on cost considerations.

More sophisticated fare restructuring strategies would require a fare technology upgrade.

Process

It is requested that the Finance Standing Committee recommend the Board direct staff to initiate a fare restructuring analysis at its January 2018 meeting in order to give adequate time for public consideration prior to a final fare restructuring decision in May and the adoption of the METRO annual budget in June

The sequence of activities could be as follows:

- January 2018 – Introduction of project
- February thru March 2018 – Staff analysis and community engagement
- March 2018 - Preliminary staff recommendations to Board
- March - May 2018 – Public comment process
- May 2018 – Public Hearing and Board adoption of revised Fare Policy
- January 2019 - Implementation of revised fare structure

IV. FINANCIAL CONSIDERATIONS/IMPACT

The initiation of a fare restructuring analysis does not in itself have a financial impact although outcomes of the process may result in initiatives that could have financial considerations.

V. ALTERNATIVES CONSIDERED

The alternative is to not perform long-range fare restructuring analysis, missing possible opportunities related to operating efficiency, marketing and long-term budget planning. This is not recommended.

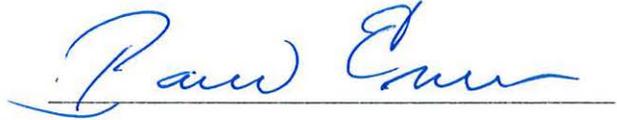
VI. ATTACHMENTS

- Attachment A1:** Total Revenue & Expenses FY12 – FY 22
- Attachment A2:** CPI Chart Updated 8-30-17
- Attachment B:** Farebox Recovery Percentage FY12 to FY22
- Attachment C:** Peer Agency Fares
- Attachment D:** Current Fare Structure

Prepared By: Barrow Emerson, Planning & Development Manager

VII. APPROVALS:

Barrow Emerson,
Planning & Development Manager



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Approved as to fiscal impact:
Angela Aitken, Finance



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Alex Clifford, CEO/General Manager

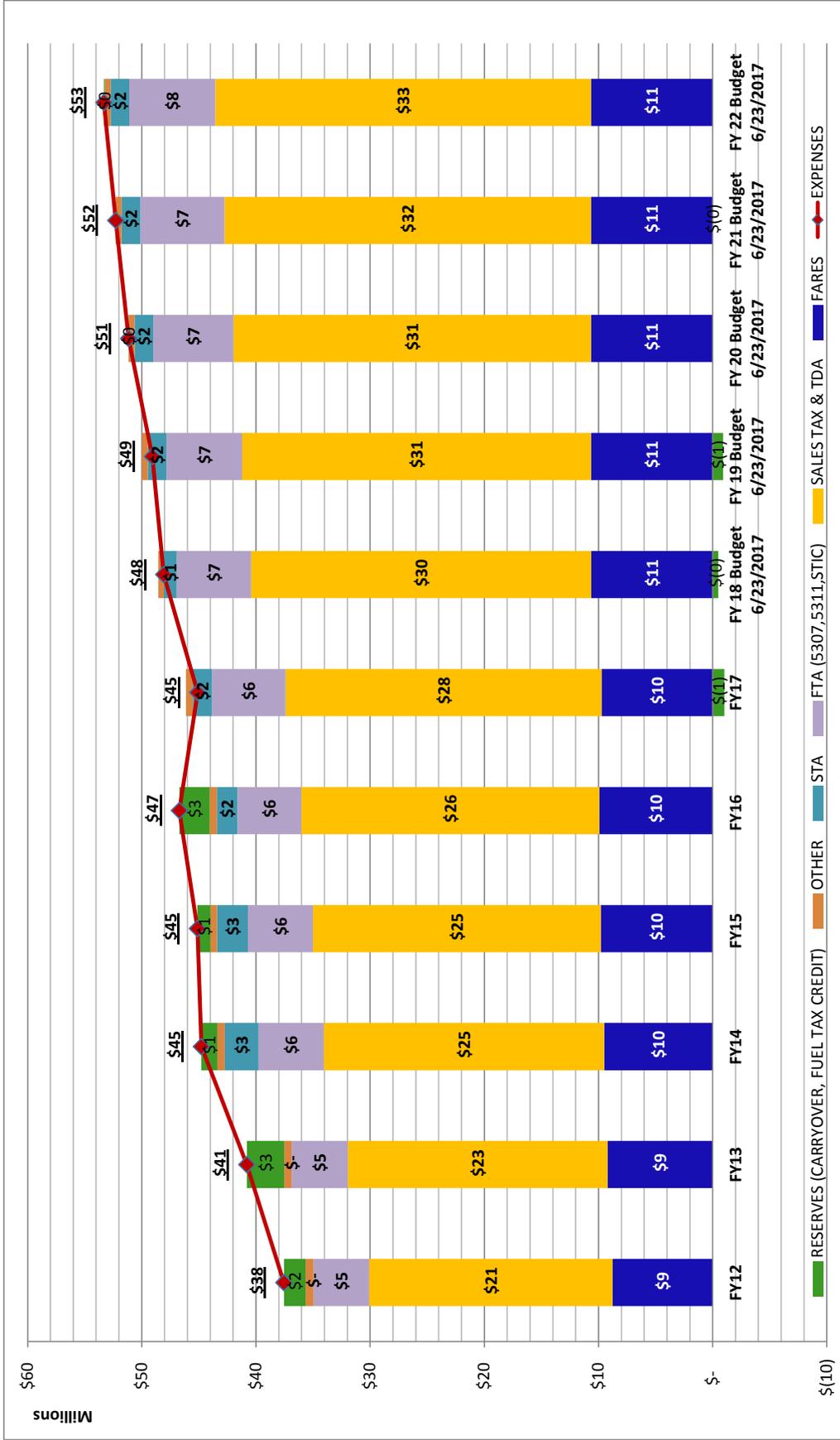


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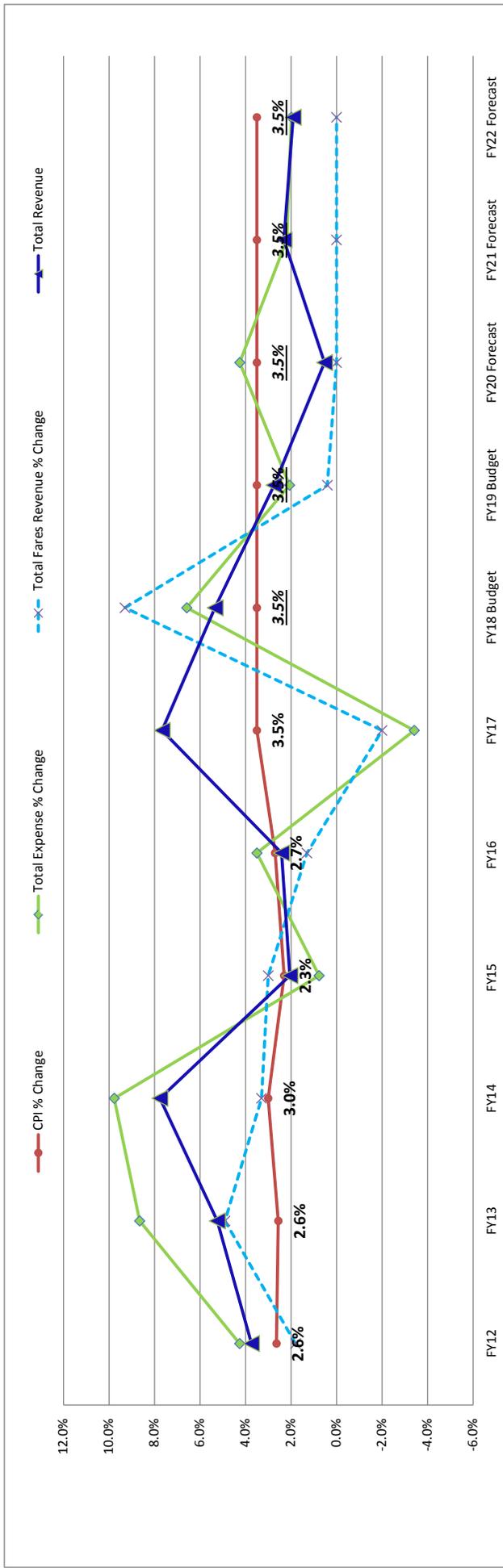
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Attachment A1

Total Revenue and Expenses
FY12-FY22



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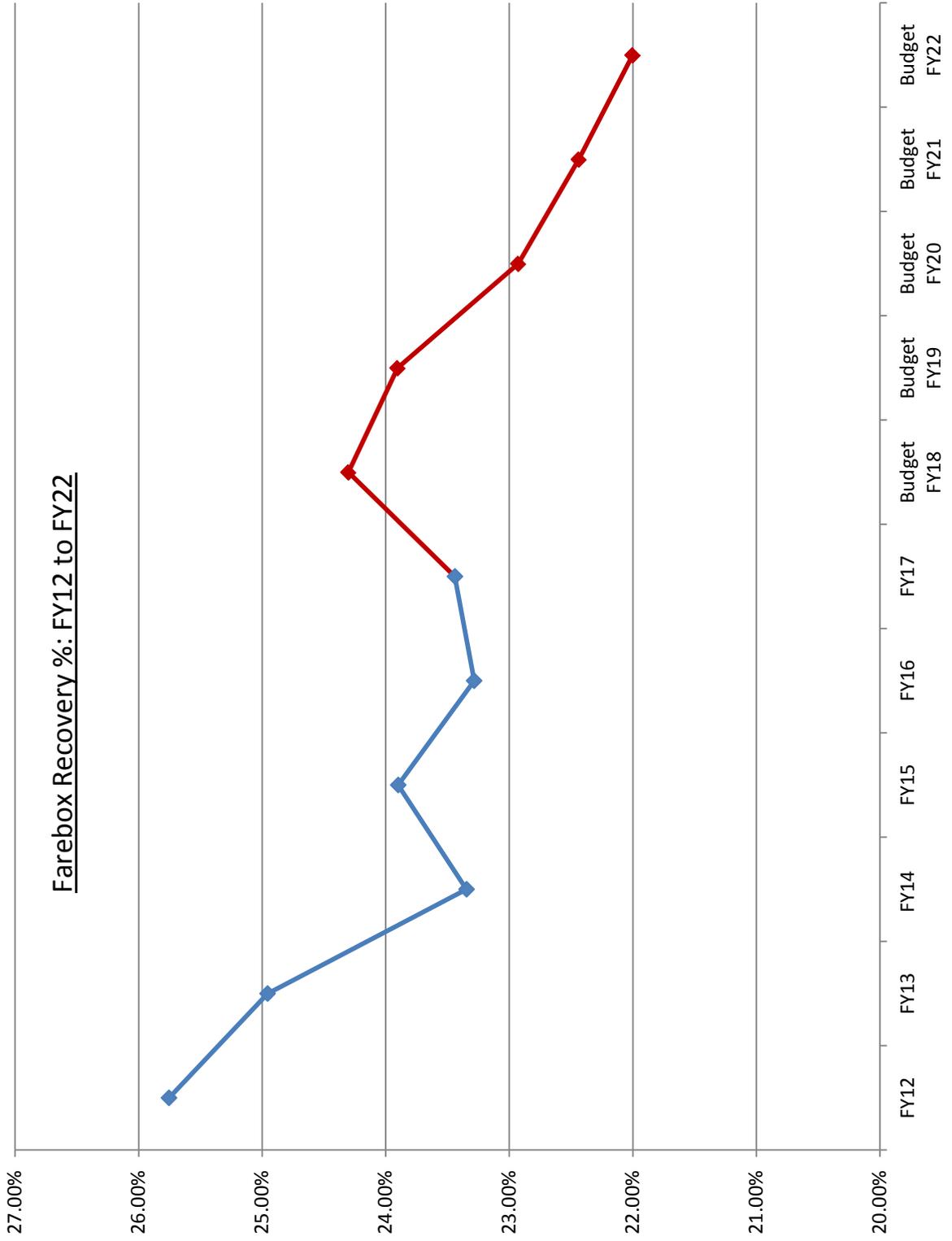


	FY12	FY13	FY14	FY15	FY16	FY17	FY18 Budget	FY19 Budget	FY20 Forecast	FY21 Forecast	FY22 Forecast
Passenger Fares	\$ 3,729,509	\$ 3,849,089	\$ 3,850,237	\$ 3,759,724	\$ 3,614,890	\$ 2,849,064	\$ 2,791,893	\$ 2,791,893	\$ 2,791,893	\$ 2,791,893	\$ 2,791,893
% VAR	3%	0%	-2%	-4%	-21%	-2%	0%	0%	0%	0%	0%
Special Transit Fares	\$ 3,014,081	\$ 3,249,049	\$ 3,336,122	\$ 3,647,730	\$ 3,726,200	\$ 4,424,951	\$ 5,206,844	\$ 5,246,644	\$ 5,246,644	\$ 5,246,644	\$ 5,246,644
% VAR	3%	0%	9%	2%	19%	18%	1%	0%	0%	0%	0%
Highway 17 Fares	\$ 1,482,786	\$ 1,471,122	\$ 1,500,202	\$ 1,547,791	\$ 1,816,162	\$ 1,644,388	\$ 1,758,751	\$ 1,758,751	\$ 1,758,751	\$ 1,758,751	\$ 1,758,751
% VAR	-1%	2%	3%	17%	-9%	7%	0%	0%	0%	0%	0%
Highway 17 Payments	\$ 250,228	\$ 330,265	\$ 497,552	\$ 511,729	\$ 411,842	\$ 503,961	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000	\$ 525,000
% VAR	32%	51%	3%	-20%	22%	4%	0%	0%	0%	0%	0%
Paratransit Fares	\$ 296,345	\$ 304,536	\$ 327,498	\$ 329,050	\$ 327,768	\$ 298,506	\$ 339,141	\$ 339,141	\$ 339,141	\$ 339,141	\$ 339,141
% VAR	3%	8%	0%	0%	-9%	14%	0%	0%	0%	0%	0%
Total Fares Revenue	\$ 8,772,949	\$ 9,204,061	\$ 9,511,611	\$ 9,796,024	\$ 9,896,862	\$ 9,720,869	\$ 10,621,629	\$ 10,661,429	\$ 10,661,429	\$ 10,661,429	\$ 10,661,429
% VAR	5%	3%	3%	1%	-2%	9%	0%	0%	0%	0%	0%
Total Expenses*	\$ 37,552,200	\$ 40,801,065	\$ 44,786,254	\$ 45,128,510	\$ 46,706,727	\$ 45,110,026	\$ 48,077,820	\$ 49,069,801	\$ 51,155,709	\$ 52,276,268	\$ 53,312,478
% VAR	9%	10%	3%	3%	1%	-3%	7%	2%	4%	2%	2%
Total Revenue**	\$ 35,657,056	\$ 37,524,342	\$ 40,436,043	\$ 41,264,128	\$ 42,260,818	\$ 45,499,534	\$ 47,927,640	\$ 49,244,470	\$ 49,502,961	\$ 50,645,344	\$ 51,609,055
%VAR	5%	8%	2%	2%	8%	5%	3%	1%	2%	2%	2%

* Total Expenses do not include year-end Depreciation, W/C IBNR, GASB 45 OPEB adjustments, or GASB 68 Pension adjustments.
 ** Total Revenue does not include STA and TRANSFERS FROM RESERVES

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Attachment B



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Attachment C

Agency	Last Fare Increase/ Restructure	Base Fare	
		Previous	Current
METRO	2012	\$1.50	\$2.00
MST	2009/2012	\$2.00	\$2.50
CC	2009	\$1.75	\$2.00
VTA*	2009/2018/2019	\$2.00	\$2.25/\$2.50
AC**	2011/2017	\$2.10/\$2.00	\$2.25/\$2.15
SamTrans	2010/2016	\$2.00	\$2.25
GGT	2015/2017	Zone System	Restructured fare system so most zones increased .25 to .50
SF Muni***	2015/2017	\$2.50/\$2.25	\$2.75/\$2.50
*VTA is implementing their current fare increase in 2 phases; the current \$2 fare will increase to \$2.25 in Jan. of '18 and to \$2.50 in Jan. of '19.			
**AC Transit raised their cash fare from \$2.10 to \$2.25 and their clipper fare from \$2 to \$2.15.			
***SF Muni raised their cash fare from \$2.50 to \$2.75 and their clipper fare from \$2.25 to \$2.50.			

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Attachment D

Current Fare Structure

Current Fare Structure				
FY17	Current Fares	Pass Values	# of Passes Sold 7/1/16-6/30/17	Revenue From Passes
Base Fare	\$2.00	NA	841,295	\$1,682,590
Disc. Fare	\$1.00	NA	244,647	\$244,647
Day Pass	\$6.00	3	43,775	\$262,650
Disc. Day Pass	\$3.00	3	20,489	\$61,467
3-Day Pass	\$15.00	7.5	593	\$8,895
Disc. 3-Day Pass	\$7.50	7.5	368	\$2,760
7-Day Pass	\$32.00	16	163	\$5,216
Disc. 7-Day Pass	\$16.00	16	125	\$2,000
15 Ride Pass	\$27.00	13.5	2,641	\$71,307
Disc. 15 Ride Pass	\$13.50	13.5	1,755	\$23,693
31-Day Pass	\$65.00	32.5	5,754	\$374,010
Youth 31-Day Pass	\$48.00	24	3,205	\$153,840
Disc. 31-Day Pass	\$32.00	32	6,466	\$206,912
Local Fare/Pass Revenue				\$3,099,987
HWY 17 Base Fare	\$7.00	NA	147,733	\$1,034,131
HWY 17 Disc. Fare	\$3.50	NA	24,687	\$86,405
HWY 17 Day Pass	\$14.00	2	18,389	\$257,446
HWY 17 15-Ride Pass	\$94.50	13.5	778	\$73,521
HWY 17 31-Day Pass	\$145	20.7	2,627	\$380,652
HWY 17 Fare/Pass Revenue				\$1,832,155
\$10 Stored Value	\$10.00	-	3,312	\$33,120
\$20 Stored Value	\$20.00	-	2,120	\$42,400
\$30 Stored Value	\$30.00	-	860	\$25,800
\$50 Stored Value	\$50.00	-	857	\$42,850
Stored Value Revenue				\$144,170
Total Fare Revenue				\$5,076,311
Special Transit Fares				
Account 402010		Projected FY17		
UCSC Students/Staff		\$3,569,353		
UCSC Route 16		\$37,599		
Cabrillo College		\$790,700		
402010 Total				\$4,397,652
Account 402030				
Shaffer		\$24,540		
402030 Total				\$24,540
Purchased Transportation Revenue				
VTA Service Contract		\$344,383		
VTA Eco Pass		\$27,043		
SJSU Bill		\$17,552		
AMTRAK Billing		\$144,504		
Purchased Transportation Revenue Total				\$533,482
Subtotal				\$4,955,674
FY17 Total Revenue Per GFI/Genfare*				\$10,031,985.30

*Does not account for bulk pass sale discounts

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DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: RECOMMENDATION TO APPROVE REVISIONS TO THE BYLAWS OF THE
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT'S BOARD OF
DIRECTORS**

I. RECOMMENDED ACTION

That the Board of Directors Accept the Proposed Revisions to its Bylaws as recommended by the Personnel/HR Standing Committee

II. SUMMARY

- Santa Cruz Metropolitan Transit District (METRO) Board of Directors' Bylaws were last revised on February 13, 2015.
- The Bylaws approved and adopted on February 13, 2015 now contain inconsistencies with current practice, along with inconsistencies with the provisions of Metro's enabling legislation, which require updating and/or clarification.
- On June 23, 2017, the Board requested METRO's Personnel/HR Standing Committee review its Bylaws and return with recommendations for consideration and approval.
- The Personnel/HR Committee met on January 16, 2018 and is presenting its recommendations herewith.

III. DISCUSSION/BACKGROUND

Revisions to METRO's Bylaws were last approved and adopted on February 13, 2015.

As a result of various Board actions taken since 2015, inconsistencies now occur throughout the Bylaws as written today. Example of inconsistencies include updating staff position titles and updating Board meeting schedules.

There are also some inconsistencies with the provisions of Metro's enabling legislation, which need to be updated to comply with law.

Finally, there are new provisions that provide a more detailed approval and cost reimbursement process with regard to Director travel related to conducting Metro business.

At the June 23, 2017 METRO Board Meeting, the Board referred the review and revision of the METRO Bylaws to the Personnel/HR Standing Committee.

Staff and General Counsel undertook a comprehensive review of the Bylaws and made revisions as herein described. The recommended revisions were initially presented to the Personnel/HR Committee on September 22, 2017. The Personnel/HR Committee provided direction to staff at that time with regard to further refinements and then reconvened on January 26, 2018 to review the final suggested revisions to the Bylaws. Following the review, the Personnel/HR Committee recommended the Board approve the recommended revisions, which are attached.

IV. FINANCIAL CONSIDERATIONS/IMPACT

None.

V. ALTERNATIVES CONSIDERED

The Board could reject these updates to its Bylaws; but, staff does not recommend this action.

VI. ATTACHMENTS

Attachment A: METRO Admin Code, Title I, Administration, Chapter 2, Bylaws

Attachment B: Resolution Adopting revisions to Title 1, Chapter 2 of the Santa Cruz Metropolitan Transit District Administrative Code

Prepared by: Gina Pye, Executive Assistant
Julie Sherman, General Counsel

VII. APPROVALS:

Alex Clifford, CEO/General Manager

A handwritten signature in blue ink, appearing to read "Alex Clifford", is written over a horizontal line. The signature is stylized and cursive.

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Attachment A

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

ADMINISTRATIVE CODE

TITLE I – ADMINISTRATION

CHAPTER 2

BYLAWS

Table of Contents:

Article I	Regular Meetings
Article II	Agenda
Article III	Special Meetings
Article IV	Emergency Meetings
Article V	Directors
Article VI	Presiding Officers
Article VII	Conduct of Meeting
Article VIII	Quorum
Article IX	Adjournment/Continuances
Article X	Minutes
Article XI	Public's Role in Meetings/Public Hearings
Article XII	Resolutions, Ordinances and Motions
Article XIII	Method of Voting
Article XIV	Committees and Appointments
Article XV	Official Bulletin Board
Article XVI	Other Offices

Attachment A

Article I Regular Meetings

§1.2.101 Regular Meetings; Time

- A. Regular meetings (generally televised) of the Santa Cruz Metropolitan Transit District (METRO) Board of Directors shall be held on the fourth Friday of each month. The Board of Directors may establish the time for the commencement and duration of its meetings as necessary through Board action.
- B. No regular meetings will be scheduled during the month of July.
- C. If a regular meeting falls within 5 working days of a recognized METRO holiday, i.e., Thanksgiving, Christmas or New Year's Day, the Board of Directors shall reschedule the meeting to a more convenient date. The regular meeting schedule shall be published for the upcoming year and approved by the Board of Directors prior to the start of the New Year. This schedule shall include the date, location and commencement time for each regular meeting of the Board of Directors and shall be posted on METRO's website, and METRO's official Bulletin Board throughout the year.
- D. In order to ensure a full 30 days public review of the proposed annual budget, the May Board meeting may be scheduled earlier than the fourth Friday of the month.
- E. Notwithstanding the above, the Board may take action to change the date and location of any Board meeting as long as the public is provided reasonable notice of the change via the METRO's website and METRO's official Bulletin Board, located at the Administrative Office of the Santa Cruz Metropolitan Transit District.
- F. Board Standing Committees and Ad Hoc Committees
 - i. Board Standing Committees and Ad Hoc Committee meetings will be scheduled when most convenient to the members of the Committee
 - ii. Board Directors are encouraged to block their calendar for the second Friday of every month to help facilitate a meeting time for Standing and Ad Hoc Committee meetings.

§1.2.102 Regular Meetings; Place

- A. The Regular monthly meeting(s) of the Board of Directors may occur at any of the following venues, except when the Board of Directors' regular meeting schedule sets forth a different location:

Attachment A

- i. Capitola City Council Chambers, 420 Capitola Avenue, Capitola, CA 95010
 - ii. Santa Cruz City Council Chambers, 809 Center Street, Santa Cruz, CA 95060
 - iii. Scotts Valley City Council Chambers, One Civic Center Drive, Scotts Valley, CA 95066
 - iv. Watsonville City Council Chambers, 475 Main Street, Watsonville, CA 95076
 - v. Santa Cruz METRO Administrative Offices, 110 Vernon Street, Santa Cruz, CA 95060
- B. If, by reason of fire, flood, earthquake or other emergency, it shall be unsafe to meet in the place designated above, the meeting shall be held for the duration of the emergency or unsafe condition at the place designated by the Chair of the Board of Directors in a notice to the local media that have requested notice in writing, by the most rapid means of communication available at the time. A notification advising the public of the changed meeting location during the emergency or unsafe condition shall be posted on the door of the regular meeting room by the CEO/General Manager, unless circumstances prevent her/him from doing so.
- C. The Board of Directors shall not conduct any meeting in any facility that prohibits the admittance of any person, or persons, on the basis of race, religious creed, color, national origin, ancestry, sex, gender, pregnancy or related medical condition, age, marital status, medical condition (cancer related or genetic characteristics), sexual orientation, veteran status, or which is inaccessible to persons with physical or mental disabilities, or where members of the public may not be present without making a payment or purchase.

§1.2.103 Regular Meetings; Open to the Public

- A. Regular Board Meetings and Board Standing Committee meetings shall be open and public and all persons shall be permitted to attend except as otherwise allowed by law or when a closed session is authorized pursuant to applicable state law and properly noticed in accordance therewith.
- B. A Spanish-bilingual interpreter shall be present and available for translations at the Regular Board Meeting.

Attachment A

§1.2.104 Closed Sessions: State Reasons and Legal Authority; Scope of Coverage; Notice; Reporting Out

- A. Prior to holding any closed session, the Board of Directors shall disclose, in an open meeting, the item or items to be discussed in the closed session. The disclosures may take the form of a reference to the item or items as they are listed by number or letter on the agenda. In the closed session, the Board of Directors may consider only those matters covered in its statement. Nothing in this section shall require or authorize a disclosure of information prohibited by state or federal law.
- B. After any closed session, the Board of Directors shall convene into open session prior to adjournment and General Counsel shall make any disclosures required by state law of action taken in the closed session.

Article II Agenda

§1.2.201 Agenda; Notification and Posting

- A. The CEO/General Manager is responsible for coordinating with the staff to develop all Board materials associated with Board reports, communications, resolutions, or other matters timely such that the Board receives all such Board meeting materials in advance of the Board meeting or Standing Committee meeting. If there is a delay in providing the a Board item at the same time as the meeting agenda is posted, the CEO/General Manager will ensure that the posted agenda includes the proper reference to the missing item(s), thereby meeting the Brown Act posting requirements, and he/she will make best efforts to deliver the final copy of the missing item(s) to the Board in advance of the Board meeting.
- B. The Chair, in consultation with the CEO/General Manager, shall assist in arranging the Regular Board meeting agenda items in order of action and discussion versus consent. The final agenda shall be provided electronically and/or by a link contained in an email to each member of the Board and to the District General Counsel at least 72 hours preceding the Regular Board meeting. The agenda shall be posted on the Official Bulletin Board for the public at the Administrative Office of the Santa Cruz Metropolitan Transit District and the METRO website at least 72 hours preceding each Regular Board meeting and Standing Committee meeting. A record of this posting, including the time and place of posting, will be maintained by the Executive Assistant to the CEO/General Manager.
- C. The agenda shall contain a brief description of each item of business to be transacted or discussed at the meeting, including items to be discussed in

Attachment A

closed session. The description will be reasonably calculated to inform the public of the general nature of the subject matter of the item so that the public may seek further information on items of interest. The description will focus on the substance of the matter rather than the contemplated action. The agenda shall specify the time and location of the regular meeting and shall be posted in a location that is freely accessible to members of the public.

- D. Copies of the agenda shall be mailed to any individual or entity that has requested it. The Full Agenda Packet, which includes all attachments associated with the agenda items, will be made available online at METRO's website, www.scmttd.com. Individuals and entities can voluntarily subscribe or unsubscribe to receive automated email notification when METRO's agendas and agenda packets are available online at <http://www.scmttd.com/en/riders-guide/stay-connected/subscriber-alerts>.
- E. Timely posting of the agenda and agenda materials on the METRO website is not required when the METRO servers are down or not functioning properly or when matters outside METRO's control interfere or prevent such website posting to occur. The agenda and agenda materials will be posted once the technical difficulties are resolved.

§1.2.202 Agenda; Public Input

Every agenda for regular open meetings shall provide an opportunity for members of the public to directly address the Board of Directors on any item of interest to the public, and before or during the Board's consideration item, that is within the subject matter jurisdiction of METRO, provided that no action shall be taken on any item not appearing on the agenda unless the board complies with Section 1.2.203 below.

§1.2.203 Agenda; Action Taken Not on Agenda

- A. No action or discussion shall be taken on any item not appearing on the posted agenda except that members of the Board of Directors present at the meeting or METRO staff may briefly respond to statements made or questions posed by persons exercising their public testimony rights. In addition, on their own initiative, or in response to questions posed by the public, Directors or METRO staff may ask a question for clarification, make a brief announcement, or make a brief report on his or her own activities. Furthermore, a Director or the Board itself may, subject to METRO's rules and regulations, provide a reference to staff or other resources for factual information; request the CEO/General Manager to report back to the body at a subsequent meeting concerning any matter; take action to direct the CEO/General Manager to place a matter of business on a future agenda; or direct the CEO/General Manager to respond in writing to the public member.

Attachment A

- B. Notwithstanding subdivision (A) above, the Board of Directors may take action on items of business not appearing on the posted agenda under any of the conditions stated below. Prior to discussing any item pursuant to this section, the Chair of the Board of Directors shall publicly identify the item.
- i. Upon a determination by a majority vote of the Board of Directors that an emergency situation exists, as defined in Section 4.01(b) herein;
 - ii. Upon a determination by a two-thirds vote of the Directors present at the meeting, or, if less than two-thirds of the members present at the meeting, a unanimous vote of those members present, that there is a need to take immediate action and that the need for action came to the attention of METRO subsequent to the agenda being posted; or
 - iii. The item was posted pursuant to a prior meeting of the Board of Directors occurring not more than five calendar days prior to the date action is taken on the item, and at the prior meeting the item was continued to the meeting at which action is being taken.

§1.2.204 Agenda; Other Distributed Writings

- A. Agendas and any other writings when distributed to all or a majority of all, the members of the Board of Directors by any person in connection with a matter subject to discussion or consideration at a public meeting are public records and shall be made available without delay unless the writing is exempt from disclosure pursuant to the California Public Records Act.
- B. Writings that are public records, as set forth above, and which are distributed during an open meeting shall be made available for public inspection at the meeting if prepared by METRO or a Director or after the meeting if prepared by some other person.

Article III Special Meetings

§1.2.301 Special Meetings; Notice and Purpose

- A. A special meeting may be called at any time by the Chair or by a majority of the members of the Board of Directors, by delivering written notice to each member of the Board of Directors, and to each local newspaper of general circulation, radio or television station requesting notice in writing. The notice shall be delivered personally or by any other means at least 24 hours in advance of the meeting. The call and written notice shall specify the time and place of the special meeting and the business to be transacted and discussed.

Attachment A

- B. No other business shall be considered at the special meeting. The call and notice shall be posted at least 24 hours prior to the special meeting on the Official Bulletin Board for the public at the Administrative Office of the Santa Cruz Metropolitan Transit District and on METRO's website.
- C. Every notice for a special meeting at which action is proposed to be taken on an item shall provide an opportunity for members of the public to directly address the Board of Directors concerning any item that has been described in the notice for the meeting before or during consideration of that item.
- D. Notice shall be required pursuant to this section regardless of whether any action is taken at the special meeting.

Article IV Emergency Meetings

§1.2.401 Emergency Meetings; Notice and Purpose

- A. In the case of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board of Directors may hold an emergency open meeting without complying with either the 24-hour notice requirement or the 24-hour posting requirement or both of the notice and posting requirements of a special meeting.
- B. For purposes of this section, "emergency situation" means any of the following:
 - i. An Emergency means a work stoppage, crippling disaster or other activity, which severely impairs public health, safety, or both, as determined by a majority of the members of the Board of Directors.
 - ii. A dire emergency means a crippling disaster, mass destruction, terrorist act, or threatened terrorist activity that poses peril so immediate and significant that requiring the Board of Directors to provide one-hour notice before holding an emergency meeting may endanger the public health, safety, or both, as determined by a majority of the members of the Board of Directors.
- C. Although no notice to the public is required, each local newspaper of general circulation and radio or television station which has requested notice of special meetings shall be notified by the presiding Chair of the Board of Directors, or designee thereof, one hour prior to the emergency meeting by telephone or in the case of a dire emergency, at or near the time that the Chair or designee notifies the directors of the emergency meeting. The notice shall be given by telephone and email and all telephone numbers and email

Attachment A

addresses provided in the most recent request of such newspaper or station for notification of special meetings shall be exhausted. In the event that telephone services are not functioning, the notice requirements of this section shall be deemed waived, and the Chair or designee thereof, shall notify those newspapers, radio stations, or television stations of the fact of the holding of the emergency meeting, the purpose of the meeting and any action taken at the meeting as soon after the meeting as possible.

§1.2.402 Emergency Meetings; Open to Public

Emergency meetings are always open meetings regardless of the subject matter except that if agreed to by a two-third vote of the Directors present or if less than two-thirds of the Directors are present, by a unanimous vote of those present, the Board of Directors may hold a closed session with the Attorney General, District Attorney, District General Counsel, Sheriff or Chief of Police or their respective deputies, or a security consultant or a security operation manager on matters posing a threat to the security of public buildings, a threat to the security of essential public services, or a threat to the public's right of access to public service or public facilities.

§1.2.403 Emergency Meetings; Requirements

All special meetings requirements, as prescribed in Section 1.2.3.01 herein, shall be applicable to a meeting called pursuant to this section, with the exception of the 24-hour notice requirement.

§1.2.404 Emergency Meetings; Minutes

The minutes of a meeting called pursuant to this section will be made available at the next Regular Board meeting. A list of persons who the presiding chair of the Board of Directors, or its designee notified or attempted to notify will be made available upon request.

Article V Directors

§1.2.501 The Board of Directors

In accordance with Public Utilities Code section 98100 et seq. METRO shall be governed by a Board of Directors of eleven members because such membership is necessary to insure adequate representation to all the areas in the County of Santa Cruz.

Attachment A

§1.2.502 Appointment

In accordance with Public Utilities Code section 98100 et seq. the membership of the Board of Directors shall be composed of one member appointed by each City Council of Santa Cruz, Capitola, Scotts Valley, Watsonville and any other incorporated area of the District to represent the incorporated area and one member appointed by the Board of Supervisors of the County of Santa Cruz to represent the unincorporated area. Other appointments shall be made in accordance with the proportionate population within the District. The apportionment shall be based upon the population distribution within the District and the Board shall reapportion its membership whenever any part of the District is excluded or new territory is added or unincorporated territory within the District incorporates and as a result of the exclusion, annexation, or incorporation, representation on the Board no longer reflects the population distribution within the District. The Board shall also reapportion whenever the County election official advises the Board that the latest official census indicates a need for reapportionment.

In addition to the membership appointed as provided in the preceding paragraph, the Board of Directors may appoint Ex-Officio Directors to its Board upon an affirmative vote of the majority of its members.

§1.2.503 Qualifying Appointees to Board; Area residence

The appointees to the Board shall have been residents of the area encompassed by the District for at least 30 days prior to their appointment and they shall also be residents of the City whose City Council appointed them, or a resident of the County if appointed by the Board of Supervisors.

§1.2.504 Term of Office

- A. The term of office for each Director shall be four years.
 - i. If the appointee of any legislative body is one of its own members, the appointee may serve only as long as the appointee is a member of the legislative body.
- B. An appointment to fill a vacancy on the Board or an appointment made after the expiration of the preceding term shall be for the unexpired portion of the term and reappointment will require an action by the appointee's legislative body.
- C. The failure of a Board member to attend three consecutive meetings of the Board without good cause shall create a vacancy in the office of the Board member.

Attachment A

- D. When a vacancy is created, or a Board Director's term expires, the CEO/General Manager's Executive Assistant will contact the appointee's legislative body and request that it take action on a new appointment or reappointment. The appointee cannot be sworn-in until such time as the Executive Assistant receives a properly executed Resolution of appointment from the appointee's legislative body.

§1.2.505 Directors' Code of Ethics

- A. A Directors' Code of Ethics is attached as Exhibit A to these Bylaws and shall serve as a guideline for the Directors in the work that they perform on behalf of METRO.
- B. All Board of Directors are required to complete a two-hour ethics training every two years, as required by Government Code section 53234, and are responsible for submitting a certificate of completion to the CEO/General Manager's Executive Assistant.

§1.2.506 Director Reimbursement

- A. Each Director shall be reimbursed their actual and necessary business expenses, for performance of official METRO duties. However, in lieu of this reimbursement for attendance at the meetings set forth below, each Director may receive a per diem of fifty dollars (\$50), but not to exceed a combined total of four meetings in any one calendar month, plus reasonable expenses as may be authorized by the Board:
- i. Attendance at Regular meetings of the Board of Directors;
 - ii. Attendance at meetings, as a District Committee member of a Board Standing Committee, Ad Hoc Committee, or member of a committee appointed by the Chair of the Board or the Board itself;
 - iii. Attendance at Advisory Committee meetings, as a METRO Director;
 - iv. Participation at required educational and training meetings or seminars;
 - v. Attendance at meetings, as a METRO Director, of the American Public Transit Association (APTA); and
 - vi. Attendance at meetings, as a METRO Director, of the California Transit Association (CTA);
 - vii. Attendance at meetings to meet with state and federal elected officials in Sacramento and Washington, D.C.

Attachment A

- viii. Relative to APTA, CTA, Sacramento and Washington, D.C. meetings, travel days, in addition to meeting days, qualify for \$50/day per diem.
- B. The Board Chair shall make recommendations for the full Board to consider relative to Board of Directors' travel to APTA, CTA, Sacramento and Washington, D.C.
- C. Reimbursement for travel will either be based upon actual receipts, with tips not exceeding 15%, or by per diem, as identified in the GSA website.
- i. The Per Diem Method is established annually by the General Services Administration (GSA) and reflects an all-inclusive fixed-rate of reimbursement for food, beverages, taxes and tips on meals by destination city. Itemized receipts are not required for reimbursement under the Per Diem Method. Both travel days (first and last days of travel) will be prorated.
 - ii. The Board Director may opt for the Per Diem Method only if the business destination city is listed on the GSA website.
 - iii. Once the Per Diem method is chosen, the Authorized Travel Planner (ATP) will perform the appropriate Per Diem calculation for the Travel Event.
 - iv. Under the Per Diem Method, both travel days (first and last days of travel) will be prorated at 75%, as noted in the "First & Last Day of Travel" table of the M&IE website www.gsa.gov/mie
 - v. A standard meal Per Diem for each day of the Travel Event may be claimed for most major cities in the United States. Certain areas are designated high cost areas, qualifying for higher standard meal allowances.
 - vi. A table of the federal government's Meals & Incidental Expenses (M&IE) Per Diem rate is available on the GSA website at www.gsa.gov/perdiem. The M&IE table reflecting the breakdown of the M&IE expense by breakfast, lunch, dinner and incidentals is available at www.gsa.gov/mie. The ATP will print a copy of both tables and attached them to the Board Director's Travel Authorization form and the Travel Expense form.
 - vii. The "IE" in M&IE represents the "Incidental Expenses" portion of the established Per Diem. However, METRO is not including Incidental Expenses Per Diem at this time as a qualifying reimbursement and the ATP will subtract this amount from the city's M&IE rate.

Attachment A

viii. A day's Per Diem rate shall be reduced proportionately using the M&IE table for complimentary meals, meals paid by others and meals included in the conference, seminar or training package fees.

- D. All lodging and airline flights will be booked by the ATP. The ATP will make best efforts to pre-pay the Board Director's lodging. In such a case where that is not possible, the Board Member will pay for their lodging and upon check-out they will be responsible for obtaining a Folio reflecting the room expenses. Upon their return, the Board Director will submit the Folio to the ATP for lodging reimbursement.
- E. A Director may receive a travel advance, when approved by either the Board Chair or the Vice-Chair, up to \$100.00 per each full day of travel or attendance at any of the events listed in section (a) above. Upon their return, the Board Director is responsible for returning any unused travel advance and for reconciling the difference with qualifying receipts. A reduced advance may be permitted for partial days, as determined by the Board Chair or Vice-Chair.
- F. The Board of Directors in a public meeting shall approve all expenses that do not fall within the reimbursable rates set forth in Exhibit B before the expense is incurred

§1.2.507

Reimbursement Process and Expense Report Form

- A. The CEO/General Manager shall designate a staff member (the Authorized Travel Planner (ATP)) to schedule all conferences, lodging accommodations and transportation (including the scheduling of a METRO vehicle for in-state travel) for a Director and will obtain the best rate available at the time of booking. In no event shall the lodging costs exceed the maximum group rate published by the conference or activity sponsor provided that lodging at the group rate is available to the Director at the time of booking. If the group rate is not available, the ATP shall use comparable lodging that is consistent with those rates.
- B. With the exception of attendance at meetings/events within Metro's service area, Directors will be reimbursed for the use of their personal vehicle when performing METRO business. The reimbursement rate will be at the most current published IRS rate. However, reimbursement for the use of a personal vehicle will not be authorized when such reimbursement exceeds the cost of travel by airline.
- C. The ATP shall provide each Director with an Expense Report form that the Director will complete for reimbursement of the actual and necessary qualifying expenses incurred on behalf of METRO in the performance of official duties. The expense reports shall document qualifying expenses.

Attachment A

Directors shall submit expense reports within a reasonable time after incurring the expense but in no event later than four weeks after the expense has been incurred. The actual receipts documenting each expense shall accompany all reports. The Chair or Vice-Chair of the Board shall review the reports and insure compliance. Under no circumstances shall expenses be paid or reimbursed to a Director that are not allowed; including, any expenditures for alcohol, personal items, spouses, friends, or others not specifically authorized by this policy to incur reimbursable expenses. Directors shall provide brief reports about the meetings attended at the expense of METRO at the next regular meeting of the Board of Directors.

- D. All documents related to reimbursable agency expenditures are public record subject to disclosure under the California Public Records Act.

§1.2.508 Directing the Work of Santa Cruz METRO Staff Members

All requests to utilize the staff of Santa Cruz METRO shall be coordinated by and approved by the CEO/General Manager. In no event shall a Board Director assign work directly to a Santa Cruz METRO staff member without the approval of the CEO/General Manager.

Article VI Presiding Officers

§1.2.601 Election

- A. The Directors shall at a regular meeting in either January or February, as determined by the Board Chair, nominate members of the Board of Directors to serve as the Chair and as Vice-Chair. Nominations may be received until final selections occur. The Board of Directors shall, at its regular meeting in either February or March (generally televised) of each year, vote to choose one of its members to serve as Chair and one of its members to serve as Vice-Chair, to serve for the balance of the calendar year or until the selection of their successors. The officer election shall be agendaized at the February or March meeting immediately following roll call and shall not be paired with any other item.
- B. Should the office of the Chair become vacant during the calendar year, the Vice-Chair shall assume the office of Chair. Should the office of Vice-Chair become vacant, the nomination and selection of Vice-Chair shall be agendaized and acted upon by the Board of Directors.
- C. In the event of a vacancy of both the Chair and Vice-Chair positions, a nomination and vote shall be agendaized for the next Regular Board meeting for the Board of Directors to nominate and make final selections.

Attachment A

§1.2.602 Chair to Preside

The Chair shall preside at all meetings of the Board of Directors. In the absence of the Chair, the meetings of the Board of Directors shall be presided by the Vice Chair. The Chair, or if presiding, the Vice Chair shall have authority:

- A. to determine the order of business under the rules of the Board of Directors;
- B. to enforce the rules of the Board of Directors; and
- C. to preserve order at all meetings and to remove or cause the removal of any person from any meeting of the Board of Directors for disorderly conduct.

§1.2.603 Absence of Chair

If the Chair is absent or unable to act, the Vice-Chair shall serve until the Chair returns or is able to act. The Vice-Chair has all of the powers and duties of the Chair while acting as Chair. In the absence of both the Chair and the Vice-Chair, the Directors shall nominate and elect a director to serve as chair pro tempore during such absences.

Article VII Conduct of Meeting

§1.2.701 Call to Order

The Chair, or such other Director as may be presiding, shall at the hour appointed for the meeting, immediately call the Board of Directors to order when a quorum is present. The Chair shall preserve strict decorum at all meetings. She/he shall state every question coming before the Board of Directors, call for the vote, announce the decisions of the Board of Directors, and decide all questions of order, subject, however, to an appeal to the Board of Directors, in which a majority vote of the Board of Directors shall govern and conclusively determine such question of order.

§1.2.702 Rights of Chair

The Chair, or such other member of the Board as may be presiding, may second and debate, subject only to such limitation of debates as are by these rules imposed on all members; the Chair shall not be deprived of any of the rights and privileges of a Director by reason of holding the position of Chair.

Attachment A

§1.2.703 Rules of Debate

- A. Every Director desiring to speak shall address the Chair, and upon recognition by the presiding officer, shall be confined to the question under debate, avoiding all references to personalities and indecorous language.
- B. A Director, once recognized, shall not be interrupted when speaking unless it is to call her/him to order. If a Director, while speaking, is called to order, she/he shall cease speaking until the question of order is determined and, if in order, she/he shall be permitted to proceed.
- C. A Director may request, through the presiding officer, the privilege of having an abstract of her/his statement on any subject under consideration by the Board of Directors entered into the minutes. If the Board of Directors consents thereto, such statement shall be entered; provided, however, that any Director, without the Board's consent, shall have the right to have the reasons for her/his dissent from, or protest against, any action of the Board of Directors entered into the minutes.
- D. The CEO/General Manager may be directed by the Chair, with the consent of the Board, to enter in the minutes a synopsis of the discussion of any question coming properly before the Board of Directors.

§1.2.704 Rules of Procedure

Rules of Procedure, which are attached hereto as Exhibit C and incorporated herein by reference, shall be followed by the Board of Directors. A complete copy of the Bylaws shall be included in each Director's Board packet and made available for members of the public at Board of Directors' meetings.

§1.2.705 Disruption of Meeting; Clearing Room

In the event that any meeting is willfully interrupted by an individual, a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individual(s) who are willfully interrupting the meeting, the members of the Board of Directors conducting the meeting may order the meeting room cleared and continue in session. Only matters appearing on the agenda may be considered in such a session. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. In order to readmit individuals who were not disruptive, the following procedure shall be used:

- A. When a meeting is disrupted to the point that it cannot be continued, the Chair shall order those persons causing the disruption to leave the meeting.

Attachment A

- B. If those causing the disruption fail or refuse to leave the meeting, the Chair shall recess the meeting, order the meeting room cleared and summon law enforcement.
- C. Upon the arrival of law enforcement, the Chair shall reconvene the meeting.
- D. METRO Staff shall be directed to readmit those members of the public who did not engage in the disorderly conduct on an individual and intermittent basis.
- E. If the meeting is again disrupted, the Chair shall cause the meeting room to be cleared and the meeting will continue with only the press in attendance if they have not engaged in any disruption.

Article VIII Quorum

§1.2.801 Transaction of Business; Quorum

A majority of the voting members of the Board of Directors shall constitute a quorum for the transaction of business.

Article IX Adjournment/Continuances

§1.2.901 Adjournment of Meeting

- A. The Board of Directors may adjourn any regular, adjourned regular, special or adjourned special meeting to a time and place specified in the order of adjournment.
- B. Less than a quorum may adjourn any meeting.
- C. In the absence of all Directors from any meeting, the CEO/General Manager may declare the meeting adjourned to a stated day and hour. If she/he does, she/he shall then cause written notice of the adjournment to be given in the same manner as provided for Special Meetings set forth herein.
- D. A copy of the order or notice of adjournment shall be conspicuously posted on or near the door of the place where the regularly adjourned regular, special, or adjourned special meeting was held within 24 hours after the time of adjournment.
- E. When a regular or adjourned regular meeting is adjourned as provided herein, the resulting adjourned meeting is a regular meeting for all purposes.

Attachment A

- F. When an order of adjournment of any meeting fails to state the hour that the adjourned meeting is to be held, it shall be held at the hour specified for regular meetings of the Board of Directors.
- G. Any hearing being held, or noticed or ordered to be held, by the Board of Directors at any meeting may by order or notice of continuance be continued or recontinued to any subsequent meeting of the Board of Directors in the same manner and to the same extent set forth above for the adjournment of meetings; provided that, if the hearing is continued to a time less than 24 hours after the time specified in the order or notice of hearing, a copy of the order or notice of continuance of hearing shall be posted immediately following the meeting at which the order or declaration of continuance was adopted or made.

Article X Minutes

§1.2.1001 Minute Book Record of Open Sessions

- A. The CEO/General Manager, or her/his designee, shall attend all open meetings of the Board of Directors and record and maintain a full and true record of all of the proceedings of the Board of Directors in books that shall bear appropriate titles and be devoted to such purpose.
- B. Unless the reading of the minutes of a Board of Directors meeting is requested by the Board of Directors by a majority vote, such minutes may be approved without reading if the CEO/General Manager has previously furnished each member with a synopsis thereof.
- C. Minutes of Board and Board Committee meetings shall be Action Minutes, not Verbatim Minutes.

§1.2.1002 Protests and Dissents by Directors Entered in Minutes

Any Director shall have the right to have the reasons for the Director's dissent from, or protest against any action of the Board entered in the minutes.

Article XI Public's Role In Meetings/Public Hearings

§1.2.1101 Public Addressing the Board

- A. The Chair of the Board of Directors may, depending on the circumstances, limit the total amount of time allocated for public testimony on particular issues and/or for each individual speaker, which is limited to three minutes. The Chair may reduce the allocated time per speaker when he/she

Attachment A

determines shorter time allotments are appropriate. However, any restrictions placed on public testimony shall be reasonable and not an effort to suppress expression merely because of the content of the speaker's view.

- B. All remarks shall be addressed to the Board of Directors as a body and not to any member thereof. No person, other than the Chair and the person having the floor, shall be permitted to enter into any discussion, either directly or through a member of the Board, without permission of the Chair. Additionally, any person may submit written materials to the Board of Directors for its consideration.

§1.2.1102 Public Hearings

- A. A public hearing will be held before the Board of Directors when required by federal, state, or local laws or regulations or when it is asked to take action on any of the following projects:
 - i. A change in 25% or more to the service mileage of any route.
 - ii. A change in METRO fares.
 - iii. Adoption of a Resolution authorizing application for federal funds, state or local funds when such public hearing is required by the funding source.
 - iv. Adoption of any action taken relating to the adoption of any plan, environmental document, property acquisition, resolution, condemnation resolution or other action relating to a project or property where such public hearing is required by state, federal or local law.
 - v. Adoption of the Annual Budget.
 - vi. Adoption of the Short Range Transit Plan.
 - vii. Adoption of an Ordinance.
- B. A METRO Regulation shall set forth the specific procedures to be followed in setting up a public hearing.

Article XII Resolutions, Ordinances and Motions

§1.2.1201 Acts of Board

The acts of the Board of Directors shall be expressed by Motion, Resolution or Ordinance. No Ordinance, Resolution or Motion shall have any validity or effect

Attachment A

unless passed by the affirmative votes of a majority of the voting Directors. The Board of Directors shall not take action by secret ballot, whether preliminary or final in an open or closed session.

§1.2.1202 Resolution

- A. No resolution shall be adopted by the Board unless it is presented before the Board in writing or read aloud. Where copies of the resolution have been presented to each Director, the reading of the resolution is automatically waived unless a Director specifically requests that it be read.
- B. A Resolution can be passed through a unanimous voice vote of all those present. However, if a dissent is registered, then a roll call vote shall be taken.

§1.2.1203 Ordinance

- A. No ordinance shall be passed until a public hearing has been held on it, which hearing shall be advertised in a newspaper of general circulation or posted in at least three public places at least 15 days prior to the hearing. No ordinance shall be adopted by the Board of Directors on the day of introduction. Ordinances must be adopted by a roll call vote.
- B. All ordinances shall be printed after passage, and maintained in METRO Administrative Offices.
- C. The enacting clause of all ordinances shall be as follows:

"Be it enacted by the Board of Directors of the Santa Cruz Metropolitan Transit District:..."
- D. All ordinances shall be signed by the Chair of the Board or Vice-Chair and attested by the CEO/General Manager.

Article XIII Method of Voting

§1.2.1301 Voice Vote

Unless a roll call vote is specifically requested by a Director, all matters, except the voting on Ordinances, shall be decided by voice vote. All actions of the Board of Directors shall be approved by affirmative vote of a minimum of six voting members of the Board of Directors unless otherwise specifically required.

Attachment A

§1.2.1302 Silence Recorded as Affirmative Vote

A member's silence shall be recorded as an affirmative vote.

§1.2.1303 Duty to Vote

Each Director has a duty to vote when present at a meeting on matters coming before the Board of Directors or a Board Committee unless he/she has notified the Board of Directors of a legal conflict of interest in accordance with California state law. If a conflict of interest is disclosed, the Director shall adhere to all California legal requirements.

Article XIV Committees And Appointments

§1.2.1401 Creation of Committees

- A. The Board of Directors may establish committees for a stated purpose. If required by California Law, committees and their members shall comply with the Ralph M. Brown Open Meeting Act (Brown Act). Committees are required to comply with these Rules and Regulations. The CEO/General Manager shall provide adequate staffing to assist the committees in doing their work.
- B. Directors who are not committee members may attend committee meetings as long as they attend only as observers when a majority of the Board of Directors is in attendance at the committee meeting. Appointees to committees serve at the pleasure of the Board of Directors, except that no appointee will be removed from office for an illegal reason including the exercise of his/her right to speak about matters of public concern.
- C. The committees shall include the following:
 - i. Working committees or subcommittees (Standing Committees) of the Board of Directors analyze, review, and make recommendations to the Board of Directors on items to be presented to the full Board. The Chair of the Board shall appoint members of the Board to such committees or subcommittees. If a vacancy occurs, the Board Chair shall appoint a Director to fill the vacancy. Minutes shall be taken at each committee meeting and shall be prepared and distributed to the Directors at least two days prior to the regular Board meeting.
 - ii. The Board Chair may from time to time create advisory committees (Ad Hoc Committees) that shall be charged with giving advice to the Board of Directors regarding an issue relevant to METRO's business. Appointments to advisory committees may be made by the Chair, or

Attachment A

the Board of Directors. Directors, employees or members of the public may sit on an advisory committee. Advisory committees shall not be Brown Act bodies.

- iii. The Metro Advisory Committee (MAC) is a citizen advisory committee of the Santa Cruz Metropolitan Transit District. Its purpose is to provide a citizen forum (through the MAC) in which the METRO Board and CEO/General Manager can delegate topics for discussion, and assign other duties, and in which recommendations can be formulated and communicated to the Board of Directors. The MAC may also address issues that MAC members or the public raise with respect to the services provided by Santa Cruz METRO. MAC shall be composed of no greater than seven (7) members appointed by the Board of Directors. All MAC members shall serve for a term of four (4) years and will serve at the pleasure of the Board of Directors. The Board of Directors shall approve bylaws to be followed by MAC.

§1.2.1402 Appointment to Santa Cruz County Regional Transportation Commission

- A. The Board of Directors shall each year in either January or February, as determined by the Board Chair, nominate three representatives and three alternates (in order of priority) to the Santa Cruz County Regional Transportation Commission (SCCRTC) who must be members of the Board of Directors. The Board Chair shall also submit nominations of three representatives at the meeting in either January or February. At that meeting, the Chair shall entertain other nominations for SCCRTC representatives and alternates from the Directors. Nominations may be received until final selections occur. Thereafter at the meeting in either February or March, the Board of Directors shall vote on the nominations via a motion and a second. To be appointed, a nomination shall receive at least six affirmative votes. A Director may move a slate of three representatives or a slate of three alternates for appointment.
- B. The Board of Directors may provide its SCCRTC representatives with guidance on issues coming before the Commission to assist the director/commissioner in serving the best interests of METRO.

Article XV

Official Bulletin Board

§1.2.1501 Posting of Notices

- A. For purposes of posting official notices of the Board of Directors, notices of public hearings, and any other official papers of the Santa Cruz Metropolitan Transit District where posting is required by the law, the Official Bulletin

Attachment A

Board of METRO shall be the bulletin board at the entrance of METRO Administrative Office located at 110 Vernon Street, Santa Cruz, California 95060. Should the Board of Directors hold a public hearing at any location other than its regular place of meeting, then, in addition to the posting of the notice on the Official Bulletin Board above listed, posting shall also be made upon or near the door of the place of meeting and on METRO's website.

- B. All Standing Committees created by the Board of Directors are required to post any and all official notices including those notices required by law at the official bulletin board at METRO's Administrative office entrance. Additionally, METRO staff may also post notices on the bulletin board(s) at the transit centers below:
- i. Bart Cavallaro Transit Center, 246 Kings Village Road, Scotts Valley, CA 95066
 - ii. Capitola Transit Center, 1855 41st Avenue, Capitola, CA 95010
 - iii. Pacific Station, 920 Pacific Avenue, Santa Cruz, CA 95060;
 - iv. Watsonville Transit Center, 475 Rodriguez Street, Watsonville, CA 95076.

Article XVI Other Offices

§1.2.1601 CEO/General Manager; Powers and Duties

In addition to the powers, duties and obligations of the CEO/General Manager, as set forth above; those powers and duties identified in the CEO/General Manager's contract; and the applicable Public Utilities Code pertaining to the Santa Cruz Metropolitan Transit District, the powers and duties of the CEO/General Manager shall include the following:

- A. To have charge, subject to the policy direction and control of the Board of Directors, of the acquisition, construction, maintenance, and operation of the facilities of METRO.
- B. To have charge, subject to the policy direction and control of the Board of Directors, of the administration of the business affairs of METRO.
- C. To insure that all ordinances of METRO are enforced.
- D. To administer the personnel system and collective bargaining agreements adopted by the Board of Directors and, except for officers appointed by the Board, to appoint, discipline or remove all officers and employees subject to

Attachment A

the rules and regulations adopted by the Board, and the applicable provisions of any adopted collective bargaining agreement.

- E. To prepare and submit or cause to be prepared and submitted to the Board of Directors within 90 days after the end of each fiscal year a complete report (unaudited) of the finances and the administrative activities of METRO for the preceding year, and the financial status of METRO on the last day thereof.
- F. To keep the Board of Directors advised as to the needs of METRO.
- G. To formulate and present to the Board of Directors all plans and specifications for the construction of the works of METRO and the means to finance them.
- H. To cause to be installed and maintained a system of auditing and accounting which shall completely and at all times show the financial condition of METRO.
- I. Attend meetings of the Board of Directors as directed by the Board, and act as Secretary to the Board.
- J. To perform such other and additional duties as the Board may require.

§1.2.1602 CEO/General Manager; Qualifications and Experience

The CEO/General Manager shall be chosen on the basis of his/her qualifications with special reference to his/her actual experience in or knowledge of accepted practices and respect to the duties of his/her office as herein above set forth.

§1.2.1603 CEO/General Manager; Pro Tempore Appointments

The Board of Directors may appoint a CEO/General Manager pro tempore during any absence or disability of the CEO/General Manager.

§1.2.1604 CEO/General Manager; Resident Requirement

The CEO/General Manager need not be a resident of this State at the time of his/her appointment, however he/she shall establish a California residency within 30 days of the commencement of his or her duties with the Transit District.

§1.2.1605 District General Counsel; Appointment, Powers and Duties

The District General Counsel shall be admitted to the practice of law in all courts of this State. The District General Counsel has a direct reporting relationship to the Board and a matrix reporting relationship to the CEO/General Manager who will oversee the District General Counsel's day-to-day business activities. The District General Counsel shall have the power and be required to:

Attachment A

- A. Represent and advise, if authorized and directed by the Board of Directors, the Board of Directors and all METRO officers, committees or departments in all matters pertaining to their office.
- B. Represent and appear, if authorized and directed by the Board of Directors, for METRO and any officer or employee, in any and all actions and proceedings in which METRO or any officer or employee, in or by reason of their official capacity, is concerned or is a party; however, the Board of Directors shall have control of all legal business and proceedings and may employ other attorneys to take charge of any litigation or matter, or to assist the District General Counsel therein.
- C. Attend all meetings of the Board of Directors as directed by the Board of Directors and give legal advice or opinions in writing whenever requested to do so by the Board of Directors, or by any of the committees or officers of METRO.
- D. Review all contracts to be made by METRO and provide the Board of Directors, its officers and staff with legal advice regarding same.
- E. Review any and all proposed ordinances or resolutions for METRO and amendments thereto.
- F. Perform such other acts relating to the office as the Board of Directors shall require; and
- G. On vacating the office, surrender all books, papers, files, and documents pertaining to METRO's affairs.

§1.2.1606

Disclaimer

Unless Bylaw provisions set forth herein are required pursuant to METRO's enabling legislation or other applicable law (i.e., the Brown Act), the METRO Board of Directors may waive any provision herein. Waiver may occur in one or more ways, including but not limited to, by action or by motion by a majority of the voting Directors.

Attachment B



BEFORE THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Resolution No.
On the Motion of Director:
Duly Seconded by Director:
The Following Resolution is Adopted:

A RESOLUTION ADOPTING REVISIONS TO TITLE 1, CHAPTER 2 OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ADMINISTRATIVE CODE

WHEREAS, the Santa Cruz Metropolitan Transit District was created pursuant to the "Santa Cruz Metropolitan Transit District Act of 1967" as codified in Public Utilities Code sections 98000 et. seq; and

WHEREAS, the Board of Directors of the Santa Cruz Metropolitan District may take all actions necessary for the proper administration of the affairs of the district; and

WHEREAS, the Board of Directors pursuant to its authority established an Administrative Code for the proper administration of the District, which Code incorporated the Bylaws of the Board of Directors as Title I, Chapter 2; and

WHEREAS, the Board of Directors desires to adopt revisions to its Bylaws.

NOW THEREFORE, BE IT RESOLVED by the Santa Cruz Metropolitan Transit District as follows:

Revisions to Title I, Chapter 2 of the Administrative Code of Santa Cruz Metropolitan Transit District are hereby adopted by the Board of Directors as set forth in Exhibit A to this Resolution.

Attachment B

Resolution # _____

Page 2 of 2

PASSED AND ADOPTED by the Board of Directors of the Santa Cruz Metropolitan Transit District on January 26, 2018, by the following vote:

AYES: DIRECTORS –

NOES: DIRECTORS –

ABSTAIN: DIRECTORS –

ABSENT: DIRECTORS –

JIMMY DUTRA
Chairperson

ATTEST:

ALEX CLIFFORD
CEO/General Manager

APPROVED AS TO FORM:

JULIE SHERMAN
General Counsel

24B.2



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager & Norm Hagen, Director
SUBJECT: BOARD WORK SESSION

I. RECOMMENDED ACTION

That the Board of Directors convene a Board work session in early 2018

II. SUMMARY

- On October 9, 2015 the Santa Cruz Metropolitan Transit District (METRO) Board participated in an offsite facilitated High Impact Governing Work Session
- The work session provided the CEO with good guidance for the coming year and resulted in the Board creating three permanent Standing Committees
- Director Hagen is requesting the Board consider another work session in 2018
- The CEO would also like to request such a work session to assist in the development of the agency's first Strategic Business Plan
- The CEO and Director Hagen request that the Board authorize an offsite full-day Board work session as soon as can be scheduled, preferably in early 2018

III. DISCUSSION/BACKGROUND

METRO is in need of developing its first Strategic Business Plan. Such a plan should be representative of METRO's short-term (2 years), medium-term (5 years) and long-term (10 years) goals and objectives. Strategic Business Plans include a Strengths, Weaknesses, Opportunities & Threats (SWOT) analysis; company vision; mission statement (updated); critical success factors; strategies; actions for objectives; and a prioritized implementation timeline. The financial section of the Plan provides a roadmap for required funding to accomplish the goals and objectives of the Plan. Once completed and adopted, the Strategic Plan is a dynamic document, and is updated as the legislative, funding, operating and capital landscape change. Such a document assists the Board in various policy decisions and the CEO in prioritizing operating and capital expenditures.

The CEO and Director Hagen request that the Board set aside a full-day in early 2018 to participate in a full-day offsite facilitated Board Work Session. The work session will address the basic building blocks of the Strategic Plan. Then, in the

months to follow, possibly one or more partial day sessions with the full Board will be scheduled. The initial target for completion and adoption of the Strategic Business Plan is calendar year-end 2018.

IV. FINANCIAL CONSIDERATIONS/IMPACT

The offsite facilitated work session is estimated to cost between \$5,000 - \$10,000, with additional expenses of \$10,000 - \$20,000 in the months following the work session. The CEO proposes to handle this expenditure under his delegated authority and to utilize funds budgeted in the Administrative Budget (Department 1100), Account 503031 – Professional/Technical Fees.

V. ALTERNATIVES CONSIDERED

- Do nothing – The Board could choose to not initiate a Strategic Business Plan and to decline the suggested offsite facilitated work session. This is not recommended since the CEO believes the agency can benefit by having its first Strategic Business Plan which should help guide difficult and costly decisions in an environment of constrained resources.
- Instruct the CEO to develop the Strategic Business Plan without a facilitated offsite work session. This is not recommended since staff has limited expertise in developing such plans and limited time resources. Outside expert assistance by a facilitator experienced in such work sessions is seen as highly valuable to this process.

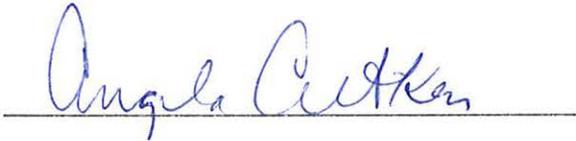
VI. ATTACHMENTS

None

Prepared By: Alex Clifford, CEO/General Manager

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
**SUBJECT: ACCEPT AND FILE THE CEO'S LETTER TO THE CALIFORNIA AIR
RESOURCES BOARD (CARB)**

I. RECOMMENDED ACTION

That the Board of Directors accept and file the CEO's letter to CARB in response to the December 15, 2017 Innovative Clean Transit Regulation Discussion Document

II. SUMMARY

- In 2000, the California Air Resources Board (CARB) adopted a Fleet Rule for Transit Agencies (Fleet Rule)
- As a result of the Fleet Rule, transit agencies had to choose a fuel path - Diesel or Alternative fuel
- Santa Cruz Metropolitan Transit District (METRO) chose the Alternative fuel path
- In 2002 and 2003, METRO purchased 40 diesel buses that were converted to Compressed Natural Gas (CNG) in 2008. Since then, METRO has not purchased a diesel fuel bus.
- The mandate issued by CARB expired in 2015
- Since 2015, CARB has been working on a new regulation
- On December 15, 2017 CARB published the Innovative Clean Transit Regulation Discussion Document (ICT)
- The ICT lays out a mandate to phase-in Zero Emissions Buses (ZEBs); with all purchases after 2029 being ZEBs
- CARB accepted comments on the ICT through January 12, 2018; then extended the due date to January 22, 2018
- The CEO, working with key staff, drafted and submitted the attached letter to CARB by the January 22, 2018 deadline
- The letter challenges a number of CARB's assumptions and seeks changes in the Regulation that would delay ZEB implementation based on availability for funding and continued technology innovation
- The Board is being asked to review, comment and file the attached letter to CARB

III. DISCUSSION/BACKGROUND

In 2000, CARB adopted a Fleet Rule for Transit Agencies. The Regulation stated, "As of October 1, 2002, a transit agency shall not operate an urban bus fleet with a NOx fleet average exceeding 4.8 g/bhp-hr." Further, "A transit agency shall make percentage reductions (below) in the total diesel PM emissions of its diesel urban bus fleet relative to its January 1, 2002, total urban bus fleet diesel Particulate Matter (PM) baseline." Zero emissions bus purchases were to begin July 2008.

As a result of the Fleet Rule, transit agencies had to choose either a diesel fuel or alternative fuel path. The alternative fuel path required at least 85% of an agency's bus purchases be alternative fuel. Santa Cruz Metropolitan Transit District (METRO) chose the Alternative fuel path. METRO started purchasing CNG buses in 2002. Since 2003, METRO has not purchased a diesel fuel bus, with the exception of 40 diesel fuel buses that were purchased in 2002/2003 and retrofitted in 2008 to Compressed Natural Gas (CNG), following the completion of the natural gas fueling station.

The Fleet Rule mandate expired at the end of 2015. Since 2015, CARB has been working on a new Regulation. On December 15, 2017 CARB published the Innovative Clean Transit Regulation Discussion Document (ICT). The ICT lays out a mandate to phase-in Zero Emissions Buses (ZEBs), with all purchases after 2029 being ZEBs.

CARB originally accepted comments on the ICT through January 12, 2018. They recently extended the deadline to comment to January 22, 2018. The CEO, working with key staff, drafted and submitted the attached letter to CARB by the January 22, 2018 deadline. The letter challenges a number of CARB's assumptions and seeks changes in the Regulation that would delay ZEB implementation based on the availability for funding and continued technology innovation.

The CEO requests that the Board review, comment and file the attached letter to CARB.

IV. FINANCIAL CONSIDERATIONS/IMPACT

While there is not a fiscal impact associated with commenting on the CARB ICT, there could be a potential significant fiscal impact to METRO of a Regulation that requires all bus purchases to be ZEBs after 2029. Further, METRO might be forced to prematurely purchase ZEBs before the ZEB battery density technology has improved to facilitate longer range operation than may be currently available today.

V. ALTERNATIVES CONSIDERED

- Direct the CEO to withdraw the letter to CARB. This alternative is not recommended since METRO should comment on a proposed Regulation of such significance.
- Give the CEO alternate direction and direct the CEO to revise the letter and send a new version to CARB.

VI. ATTACHMENTS

- Attachment A:** CARB Innovative Clean Transit Regulation Discussion Document
- Attachment B:** Santa Cruz Metropolitan Transit District letter to CARB

Prepared By: Alex Clifford, CEO/General Manager

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager

dlc low for AA

Alex Clifford, CEO/General Manager

Alex Clifford

Public Workshop on the Proposed

Innovative Clean Transit Regulation

Discussion Document

December 15, 2017

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Attachment A

Executive Summary

The California Air Resources Board (CARB or Board) is developing strategies to transition the heavy-duty mobile source sector to zero and near-zero emission technologies to meet air quality, climate, and public health protection goals. The long-term vision of the Innovative Clean Transit (ICT) effort is to achieve a zero emission transit system by 2040 as a key step in that transition. The following are key goals we seek to achieve:

- Support the near-term deployment of zero emission buses (ZEB) where the economics are viable and where transit service can be maintained or expanded.
- Improve transit service while working towards meeting a long-term vision for transitioning to zero emission technologies across all transit modes.
- Partner with transit agencies to pilot innovative approaches to improve access to transit systems with zero emission first- and last-mile solutions.

Transit agencies have often been leaders in facilitating the introductions of new technologies and have been partners in addressing air quality by continuing to be instrumental in leading adoption of low nitrogen oxide (NOx) engines, zero emission technology deployment in heavy duty vehicle applications, and in addressing barriers. This document describes a proposal for a complete transition of public transit fleets to zero emission technologies and includes safeguards to allow for adjustments if needed. This regulatory strategy is intended to complement other existing State policies while encouraging transit agencies to act early to take advantage of existing and potentially new incentive programs that improve transit services and reduce emissions, and provides transit agencies the flexibility to continue to evolve to meet expanding needs for effective, efficient, and affordable regional transit services across California.

The proposal is generally consistent with normal purchase schedules and would not require any accelerated purchases. It is structured to allow transit agencies to take advantage of incentive programs by acting early, proposing that purchases made before they are required can be used to meet future obligations. All fleets would need to report bus information annually to demonstrate compliance, and agencies that use other proposed compliance options would need to report additional information. We are also proposing to conduct periodic informational updates to the Board. The first informational update to the Board would be around 2022 to assess zero emission technology, fleet experiences, costs, and to evaluate the regulatory structure for achieving mobility improvements and a complete transition to a zero emission future. The informational updates to the Board would provide an opportunity to discuss any needed adjustments.

Please send any comments about this discussion draft to Shirin Barfjani at Shirin.Barfjani@arb.ca.gov by January 12, 2018. Comments received on or after the December 15, 2018 public meeting will be considered in preparing draft regulatory language to be discussed at another workshop in spring of 2018 before taking a proposed recommendation to Board in June 2018.

Attachment A

Table of Contents

I.	Overview	1
II.	Role of California Transit Systems.....	3
III.	Zero Emission Bus Market.....	4
IV.	Potential Funding and Incentive Opportunities.....	7
V.	ICT Proposed Regulation	10
VI.	Applicability	11
VII.	Renewable Fuel Requirements	11
VIII.	ZEB Purchase Requirements	12
A.	ZEB Purchase Provisions	13
B.	Joint ZEB Compliance Option.....	14
IX.	Low NOx Engine Purchase Requirement	15
X.	Innovative Zero Emission Mobility	15
XI.	Performance Based Option	16
XII.	Reporting Requirements.....	17

I. Overview

California faces very challenging mandates to reduce air pollution in order to meet the health-based federal ambient air quality standards and State climate protection goals. To date, California has made significant progress and is on track to meet the Assembly Bill 32 goals of reducing greenhouse gas (GHG) emissions to the 1990 level by 2020. However, we need to continue making progress beyond 2020 to meet the following goals:

- Federal health-based ambient air quality standards (key milestones in 2023 and 2031).
- 40 percent reduction in GHG emissions from 1990 levels by 2030.
- 80 percent reduction in GHG emissions from 1990 levels by 2050.
- 50 percent petroleum reduction target by 2030.
- Continued reductions in criteria pollutants and toxic air contaminants to protect public health.

Meeting all of these goals requires evolution wherever possible to zero emissions technologies in all sectors including industrial, residential, electricity, and transportation.

Substantial progress has been made in reducing emissions from all mobile sources, mainly by replacing older vehicles/engines with newer vehicles/engines that are subject to more stringent emission standards. Transit agencies have been partners in leading efforts to introduce new technologies to reduce emissions in California. Despite this progress, the transportation sector remains a major contributor to statewide emissions of NO_x, GHG, and particulate matter (PM). The transportation sector accounts for 39 percent of the total GHG emissions statewide.¹ New technologies, integrating renewable energy, and innovative ways to improve transportation efficiencies are needed to achieve established goals. Zero emission trucks and buses have a fuel efficiency two to five times as great as conventional internal combustion engines, and are one of the most promising technologies to lead the transportation sector in reducing petroleum use, reducing total energy consumption and eliminating tailpipe emissions from heavy duty vehicles.

ZEBs are the beachhead of heavy duty zero emission vehicle (ZEV) technologies and are resulting in technology transfer to other heavy duty truck applications. In addition, the deployment of ZEBs is part of the 2016 ZEV Action Plan that supports the governor's Executive Order B-16-12, which calls for 1.5 million ZEVs (including heavy duty vehicles) in California by 2025 and establishes several milestones on the pathway toward this target.

The Transit Fleet Rule was originally adopted in 2000 and includes a 15 percent ZEB purchase requirement for fleets with 200 or more buses. Transit fleets were one of the first to achieve significant reductions in NO_x and PM by retrofitting existing engines or by switching to alternative fuels from 2002 to 2010. Several agencies also worked together on an early demonstration of zero emission buses to gain experience with the technology. However, in

¹ California Greenhouse Gas Emission Inventory, <https://www.arb.ca.gov/cc/inventory/data/data.htm>, accessed 11/25/2017

Attachment A

2009, staff presented a ZEB technology evaluation to the Board and concluded that the technology was not commercially ready at that time. The Board, through Resolution 09-49,² directed staff to withhold the ZEB purchase requirement through a rule amendment and report back to the Board regarding technology readiness.

Staff conducted another technology evaluation in 2015 and concluded the ZEB technologies are in their early commercialization stage and published an initial discussion paper on the plan to develop amendments to the regulation. Staff updated the Board in early 2016 at a public hearing about the status of ZEB technology, price, and deployment. Since that update a lot has changed, for example:

- Dozens of transit fleets have purchased ZEBs as well as committed to significantly converting their fleet to ZEBs over the next several years
- Multiple ZEB models and configurations have become available from several manufacturers
- A fuel cell bus power plant exceeded 25,000 hours of operation, which is U.S. Department of Energy's ultimate performance target
- Several manufacturers now offer battery electric buses (BEB) with a nominal range exceeding 200 miles and at least one with 300 miles per charge
- Proterra set a world record by operating its commercially available battery electric bus for 1,100 miles on a test track
- Cummins announced it would produce electric drivetrains for transit buses by 2019 and for trucks by 2020
- GILLIG partnered with Cummins to power their zero-emissions transit buses
- New funding opportunities are becoming available

Despite their higher capital costs, today, when BEBs (with a nominal range of 150 miles) are replaced on a one-for-one basis in California, the operational savings can make the total cost of ownership comparable to conventional buses even without incentives. Incentives can offset some of the initial capital costs and reduce the early financial risks for transit agencies. With more experience, and a successful market expansion, cost should continue to decline to a point where incentives won't be needed.

The ICT measure is part of CARB's holistic approach to transform the transportation sector. ICT focuses on a long-term goal of transforming the public transit sector to zero emission modes. The overall strategy includes a combination of incentives and regulatory measures to provide a strong market signal for zero emission technology deployment, utilization of low NOx engines where zero emission technologies are unavailable, the use of renewable fuels, and encouraging innovative transit solutions. The concept considers flexibility to allow transit fleets to implement zero emission technologies in a way that is synergistic with their operation, recognizes early actions to reduce emissions, and encourages innovative mobility options.

² <https://arb.ca.gov/board/res/2009/res09-49.pdf>, last accessed 11/25/2017

This proposal starts in 2020 with requirements for large transit agencies (with 100 or more buses) to begin phasing-in ZEBs when bus purchases are made and would encourage fleets to act early to maximize funding opportunities. Smaller fleets would have more time before the ZEB purchase requirements would begin. The proposal would also recognize innovative zero emission mobility options that would count towards meeting the ZEB purchase requirement. All fleets in more polluted regions of the State would be required to purchase low-NOx engines, and larger transit agencies would also be required to use renewable fuels when diesel or natural gas contracts are renewed. The proposal recognizes that all transit fleets may deploy different infrastructure solutions to meet their own operational needs and builds in a procedural method to avoid unintended consequences or potential barriers that are beyond an individual transit agency's control. Staff is also discussing how to add a fleet wide performance-based option that could be used in lieu of meeting future bus purchase requirements beginning in 2023 to provide transit agencies more flexibility in providing new and innovative transportation services while continuing progress towards meeting a mutual goal of providing the cleanest and most effective transportation services. Details of the proposal and rationale are in Section V.

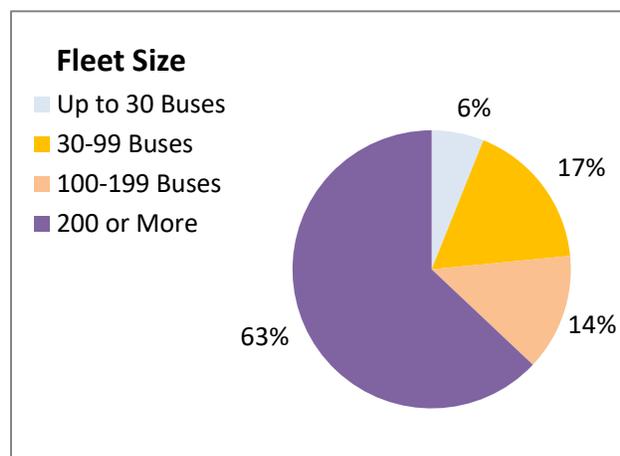
II. Role of California Transit Systems

Transit fleets operate in local communities and have a key role, not only in helping transit-dependent riders, but also in helping to shape transportation systems. Public transit agencies are our clean air partners and have played, and will continue to play, an important role in helping California meet air quality standards and GHG emissions reduction goals; namely, by employing the cleanest technologies, providing safe and reliable public transit services to reduce light-duty passenger vehicle miles traveled and single occupancy trips, and reducing congestion on roadways.

Transit agencies are diverse. There are currently over 200 public transit agencies in California operating more than 14,000 transit buses, including cutaways and trolley buses. They provide different modes of transportation, including buses, passenger rail, shuttles, vanpools, demand response paratransit services, and bus rapid transit systems with differing fleet sizes, composition, terrain, weather, route length, and other factors. Some agencies are small, operate in rural areas, and provide service with only one or two modes of transportation, such as vans and buses with few staff.

Other agencies are big, serving dense urban areas with various modes of transportations and have complex service schedules and hundreds of staff. Figure 1 shows the percent of buses in California based on bus fleet size.

Figure 1 Bus Fleet Size Distribution



Transit agencies are not only coping with continued change of environment and demands, but they are also adapting to new and transformative transportation innovations that are changing rapidly. Examples include new shared mobility services, autonomous vehicles, and electric vehicles that are significantly changing customer’s behaviors, reshaping the communities, and redefining transportation services. Shared mobility services, such as Uber, Lyft and micro-transit systems are available on demand, can be more convenient than traditional transit services, and in some cases could have lower fares.

III. Zero Emission Bus Market

California has the most ZEBs deployed in the United States. To date, multiple fleets already operating ZEBs in regular revenue service. As of September 2017, there are 107 ZEBs in operation in California and an additional 340 are on order from transit agencies and universities³. To put this in context, nearly 1000 transit buses are purchased in California annually. Figure 2 identifies the transit agencies that are implementing zero emission technologies.

Figure 2 Battery and Fuel Cell Electric Buses in California

(107 in operation and 340 on order/awarded as of September 2017)



³ Battery and Fuel Cell Electric Buses in California, last accessed 11/25/2017, <https://arb.ca.gov/msprog/ict/zbusmap.pdf>

Attachment A

Seven transit agencies with over 3,400 buses, representing about 25 percent of all buses in California, have committed to fully electrify their fleets (Table 1). Six of these agencies have set a goal of making the transition long before 2040.

Table 1 Transit Agencies Committed to 100% ZEB Target

Agency	Total Buses	All ZEB Target
Antelope Valley Transit Authority	77	2018
Porterville Transit	15	2018*
San Joaquin Regional Transit District	111	2025
Los Angeles County Metropolitan Transportation Authority	2,457	2030
Foothill Transit	327	2030
Los Angeles Department of Transportation	326	2030
Santa Cruz Metro Transit District	98	2040
Total	3,411	

* No Board resolution, but stated goal of transforming the active fleet to ZEB by 2018.

These early deployment strategies have included fuel cell electric buses (FCEB) and BEBs charged in the depot, on-route and combinations of depot charging with on-route charging for extending daily range. FCEB fueling and range is similar to existing compressed natural gas (CNG) buses, but still has a high upfront cost for buses and infrastructure. Depot charging for BEBs is similar to current operations, but bus range needs to be considered in providing daily service. Longer range buses provide more operational flexibility, but have additional upfront costs for a larger battery. According to recent CARB survey⁴ a majority of California transit standard buses drive less than 150 miles per day. Most of transit agencies have parking, maintenance, and fueling facilities at their depot yards with different capacities, and available space. Though transit agencies provide similar services, their operations could be quite different. A technology that works for one transit may not work for the other.

⁴ Transit Agency Survey Preliminary Results, August 29, 2016, https://www.arb.ca.gov/msprog/bus/transit_survey_summary.pdf

Attachment A

California is now home to ZEB manufacturing that is creating high quality jobs for standard bus manufacturing and small bus manufacturing. Six standard bus original equipment manufacturers (OEM), including BYD, Complete Coach Works, El Dorado National-California, GILLIG, GreenPower, and Proterra, are all manufacturing BEBs or FCEBs in California. BYD and Proterra exclusively manufacture battery electric buses and have battery production plants in California. Greenpower is locating a battery electric bus manufacturing plant in Porterville and plans to begin production in 2018. The other manufacturers also produce buses with internal combustion (IC) engines. Table 2 shows the locations of these OEMs, their production capacity. These manufacturers are offering ZEBs in different sizes and configurations, including standard buses, motor coaches, articulated buses, double deckers and other configurations. There are multiple bus models and manufacturers available in the market.



Table 2 Zero Emission Bus Manufacturers in California

Manufacturer	CA Facilities	Propulsion Technology	Total Bus Production Capacity/Year*
BYD	Lancaster	BEB, BE trucks, and Battery mfr	1500
Complete Coach Works	Riverside, Alameda	BEB and IC	500
El Dorado National	Riverside	FCEB and IC	
GILLIG	Livermore	BEB and IC	
GreenPower**	Porterville	BEB	150
Proterra	Burlingame	(Battery mfr.)	
Proterra	City of Industry	BEB	500

*Annual production capacity for all types of buses, including IC buses. Areas without public information are left blank.

**Porterville manufacturing plant to begin production in 2018

There are other OEMs that primarily manufacture small ZEBs that are typically shorter than 26-feet, such as Ebus, Phoenix Motorcars, and Zenith. Ford recently expanded its alternative fuel options to include electric drivetrains for some of its chassis that can be used as trucks, shuttle buses or school buses. Motiv Power Systems, based out of Foster City now offers an all-electric powertrain for the Ford E-450 and F-59 chassis in partnership with Ford. These OEMs currently offer buses with a 70-130 kWh battery capacity and 100-145 miles of ranges and some of these same platforms are also used as cargo vans or trucks. Several airports and private companies are operating these vans and buses, and a few are being used by transit fleets. However, at this time, these smaller ZEBs have not been Altoona-tested and are not yet eligible for purchase with federal funds.

IV. Potential Funding and Incentive Opportunities

The Funding Plan⁵ serves as the blueprint for expending Low Carbon Transportation funds appropriated to CARB in the State budget. The plan establishes CARB's priorities for the funding cycle, describes the projects CARB intends to fund, and sets funding targets for each project.

The amount allocated for the Clean Truck and Bus Vouchers (HVIP + Low NOx Engine Incentives) is \$188 million for FY 17-18. The staff proposal includes the base proposed voucher amounts shown in Table 3 with higher amounts for disadvantaged communities (DAC) or low income census tracts. The voucher amounts are intended to fully cover the incremental cost for a low NOx engine, the majority of the incremental cost of a BEB, and about half of the incremental cost of a FCEB. The Funding Plan will be considered at the December 14, 2017 Board Meeting.

Table 3 Proposed Voucher Amounts

Category	Base Amount*
Low NOx Engine (8.9 Liter)	\$10,000
Zero Emission Bus (20 ft – 24 ft)	\$80,000
Zero Emission Bus (25 ft – 29 ft)	\$90,000
Zero Emission Bus (30 ft – 39 ft)	\$95,120,000
Battery Electric Bus (40 ft – 59 ft)	\$150,000
Battery Electric Bus (60 ft)	\$175,000
Fuel Cell Electric Bus (≥ 40 ft).	\$300,000

* Up to \$15,000 more for use in a DAC.

The Clean Mobility Options for Disadvantaged Communities program offers alternate modes of transportation and encourages use of zero emission and plug-in hybrid vehicles, vanpools, electric and regular bicycle sharing, and other mobility options. Use of advanced technology vehicles instead of conventional vehicles in a car sharing component provides the primary GHG and criteria pollutant emission reductions and increases mobility options. The funding allocation for this program is \$17 million for FY 2017-18 and could be used by transit agencies to implement such a program. More information about the program is at https://www.arb.ca.gov/msprog/aqip/ldv_pilots.htm.

The Transit and Intercity Rail Capital Program⁶ (TIRCP) provides grants from the Greenhouse Gas Reduction Fund (GGRF) to fund transformative capital improvements that will modernize California's intercity, commuter, and urban rail systems, and bus and ferry transit systems, to

⁵ https://www.arb.ca.gov/msprog/aqip/fundplan/1718_draft_funding_plan_workshop_100417.pdf

⁶ <http://www.dot.ca.gov/drrmt/sptirpc.html>

Attachment A

significantly reduce GHG emissions, vehicle miles traveled, and congestion. The California Department of Transportation, in collaboration with California State Transportation Agency (CalSTA), is responsible for administering this program.

The Low Carbon Transit Operations Program⁷ (LCTOP) was created to provide operating and capital assistance for transit agencies to reduce GHG emission and improve mobility, with a priority on serving disadvantaged communities. Approved projects in LCTOP will support new or expanded bus or rail services, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate those services or facilities, with each project reducing GHG emissions. Five percent of the annual auction proceeds in the GGRF are continuously appropriated for LCTOP. This program is administered by the California Department of Transportation (Caltrans) in coordination with CARB and the State Controller's Office (SCO).

The Congested Corridors Program under SB 1, with an annual budget of \$250 million, also allows projects like ZEB deployment, transit hubs to increase linked trips or multimodal transportation modes, and transit hubs or stations and nearby roadways providing accessibility for first mile and last mile connectivity to public transit systems.

The Volkswagen Environmental Mitigation Trust provides California approximately \$423 million to fund specified eligible actions to mitigate the ~~lifetime~~~~life cycle~~ excess NOx emissions caused by Volkswagen's emissions test defeat device. CARB is the lead agency to administer these funds. CARB staff held the first public workshop on allocation of the Volkswagen Environmental Mitigation Trust (First Partial Consent Decree, Appendix D) on October 9~~26~~, 2017.⁸ Transit agencies are potentially eligible to use these funds.

On July 17, 2017, both the California Assembly and Senate passed AB 617. This bill directs CARB to establish community air monitoring plans for toxic air contaminants (TACs) and criteria pollutants, determine communities most affected by high cumulative exposure burden, and develop a strategy to reduce emissions in those communities. \$250 million in Low Carbon Transportation fund is intended to help meet the goals of AB 617 through early action. These funds are to be spent on projects pursuant to the Moyer Program with focus on mobile sources and infrastructure. These funds are distributed through air districts as \$107.5M to South Coast AQMD, \$80M to San Joaquin Valley Unified APCD, \$50M to Bay Area AQMD, and \$12.5M to the remaining districts. Eligible projects should provide targeted reductions of criteria pollutants or air toxics (such as diesel particulate matter) within communities affected by a high cumulative air pollutant exposure burden. What this means in practice in the short-term is that a majority of the funds must be used to aid disadvantaged and low-income communities. Moyer 617 funds are to be distributed as expeditiously as possible to provide immediate emission reductions in impacted communities.

⁷ <http://www.dot.ca.gov/drrmt/splctop.html>

⁸ More information on Volkswagen settlement is available at https://www.arb.ca.gov/msprog/vw_info/vsi/vw-mititrust/vw-mititrust.htm. Last accessed 12/1/17.

Attachment A

The Low Carbon Fuel Standard (LCFS) program lowers the carbon intensity of transportation fuels in California and the program results in an incentive for fuel producers or vehicle operators to use a variety of low carbon fuels. The program⁹ is currently being updated and changes that have been proposed are scheduled to be considered by the Board in early 2018.

LCFS program staff is proposing to increase the energy efficiency ratio (EER) for heavy-duty battery-electric vehicles to about 5.0 based on new data for battery electric trucks and buses. The EER is currently 4.2 for buses. If the proposed change to the LCFS regulation is approved, a fleet that earns credits worth about \$8,000 for using electricity in a battery electric bus (at a credit value of \$100 per credit, for example) would earn about 20 percent more credits which would increase the value to about \$9,600 per year. Another change the LCFS program staff is proposing is to clarify how hydrogen station operators will receive credits. The change would make it clear that a transit agency that operates a hydrogen fueling station can receive the credits directly from the LCFS program rather than indirectly through the fuel provider.

SB 350 provides a potential opportunity of transportation electrification to transit agencies. Three major investor owned utilities (IOU) together have proposed over \$750 million worth of investment in infrastructure to support transportation electrification that could offset most of the costs of making electrical service upgrades and installing charging infrastructure over a 5 year period. The California Public Utilities Commission (CPUC) issued its first proposed decision approving 15 of the IOUs' transportation electrification "priority review" pilot projects¹⁰ that could be implemented quickly. CPUC is expected to vote on whether to approve the proposed decision at a January 18, 2018 meeting. CPUC also plans on making a decision on the longer term standard projects in the March/April 2018 timeframe.

There are a number of other state funding programs, local air district funds and federal funds that may also be available that are not addressed here.

Table 4 Incremental Cost Example for a BEB Compared to a CNG Bus Without Infrastructure Service Upgrades (\$2016)

Category	Upfront Capital Cost	Avg. Annual Operating Costs
40' Bus Price (with charger)	\$235,000	--
Voucher	-\$150,000	--
Maintenance	--	-\$10,000/yr
Fuel	--	-\$5,000/yr
LCFS Credit (@\$100)	--	-\$7,500/yr
Total Bus Costs	\$85,000	-\$22,500/yr

⁹ Preliminary draft of potential regulatory amendments to the low carbon fuel standard, https://www.arb.ca.gov/fuels/lcfs/lcfs_meetings/092217_draftregtext.pdf. Last accessed 12/1/2017.

¹⁰ The full document can be accessed at <http://docs.cpuc.ca.gov/PublishedDocs/Efile/G000/M198/K874/198874393.PDF>. Last accessed 11/30/2017

Shown in Table 4 is a simple example of how available funding could be used to offset higher capital cost of a BEB purchased today where the average annual savings over the life of the bus would result in about a 4 year payback for the bus purchase (without electrical service upgrades). The actual costs for an individual fleet will vary and could be higher or lower than the values shown in the example and would need to account for needed infrastructure.

For a BEB, associated infrastructure service upgrades will depend on site conditions, charging strategy, number of chargers installed and other factors, but are expected to range from about \$20,000 to 75,000 per bus. Some of or all of the costs of the charger and electrical service upgrades could potentially be offset if the utility proposals are approved by CPUC in April 2018. Similarly, hydrogen station costs likely range from about \$3,000,000 for a 10 bus station to \$5,000,000 for a 50 bus station. Some of these hydrogen station costs could be partially offset by about \$100,000 per bus if the proposed funding plan is approved.

V. ICT Proposed Regulation

With any strategy, we need to ensure compliance targets are technologically and financially feasible, emission reductions are real and quantifiable, and compliance is straightforward and enforceable. With these overarching criteria in mind, we are proposing to implement an advanced technology purchase requirement when bus purchases are made starting in 2020, and would include a method to recognize the benefits of innovative mobility programs implemented by transit agencies that use other types of ZEVs like micro transit, vans or cars.

The following is a summary of the overall rule proposal with more details and rationale in the subsequent sections:

January 1, 2020

- Large transit fleets with (≥ 100 buses) would need to:
 - Purchase 25 percent ZEB when bus purchases are made or implement an equivalent innovative zero emissions mobility program.
 - Purchase renewable fuels when diesel or natural gas contracts are renewed.
 - Report fleet wide information for all modes and fuel purchases needed to evaluate their progress in meeting a fleet wide performance-based goal.
- All transit agencies in more polluted areas of California would be required to purchase low NOx engines if available at the time of conventional bus purchases.

January 1, 2023

- The proposed concept would be expanded to include medium size transit fleets with more than 30 buses.
- Affected transit fleets would need to meet a 50 percent ZEB purchase requirement.

January 1, 2026

- All transit fleets, including smaller transits would need to meet a 75 percent ZEB purchase requirement.

January 1, 2029

- All bus purchases would need to be ZEBs.

VI. Applicability

The regulation would apply to all public transit agencies that own, lease, or operate buses with a gross vehicle weight rating greater than 14,000 lbs. Buses subject to the regulation include cutaway buses, transit buses (including bus rapid transit), articulated buses, double-deckers, commuter coaches, trolley buses and vintage trolley buses. Fleet size would be based on the number of buses in the active fleet in 2019 as follows:

- A large transit agency is a transit agency with 100 or more transit buses.
- A medium transit agency has 30 to 99 transit buses.
- A small transit agency has fewer than 30 transit buses.

With a goal of achieving a zero emission public transit fleet, we are interested in comments as to whether the scope should be expanded to include non-bus modes of passenger transportation including vans, or cars.

VII. Renewable Fuel Requirements

We are proposing to require large transit agencies with 100 and more transit buses to purchase renewable fuels when diesel or natural gas contracts are renewed. Smaller fleets would be exempt from the renewable fuel requirement. This proposed requirement should result in little or no cost, but would send a market signal that supports California's existing fuel policies to further reduce the carbon intensity of transportation fuels through the LCFS program. However, the GHG emissions benefits of using renewable natural gas or renewable diesel is due to the LCFS program and cannot be counted as new reductions in the ICT because they are already required by the LCFS program.

To date, about 60 percent of California transit buses are operating CNG buses and are the primary users of renewable CNG in California. Renewable CNG producers need to sell the fuel to California fleets to earn LCFS credits. Most renewable CNG is currently produced outside California, but this proposal supports the program and contributes to State efforts to increase in-state production. Renewable fuels are currently commercially available due to the federal Renewable Fuel Standard Program¹¹ and CARB's LCFS Program.¹² Today, transit agencies can procure renewable natural gas at a price equal to or lower than that of fossil natural gas due to these programs.

Renewable diesel is a drop-in fuel, and is also available at costs to the users that are similar to conventional diesel fuel. However, renewable diesel providers are primarily contracting with larger transit fleets and do not necessarily need to contract with smaller transit agencies to sell the renewable fuel in California and earn credits. Some smaller transit agencies have not received bids for renewable diesel and requiring the use of renewable diesel for these smaller agencies could result in higher costs for them.

¹¹ <https://www.epa.gov/renewable-fuel-standard-program>, accessed on 11/22/2017.

¹² <https://www.arb.ca.gov/fuels/lcfs/lcfs.htm>, accessed on 11/22/2017.

VIII. ZEB Purchase Requirements

Staff is proposing to initially require ZEB purchases for larger transit fleets with deferred compliance for smaller and medium transit agencies. The ZEB purchase requirement would start with larger transit agencies beginning January 1, 2020. Medium size transit agencies (30 to 99 buses) would be exempt from the ZEB purchase requirements until 2023 and the smallest would be exempt until 2026. The purchase requirement applies at time of normal purchase and does not require any accelerated purchases. The proposed ZEB purchase requirement is shown in Table 5.

Table 5 Zero Emission Bus Purchase Requirement¹³

Starting January 1	Percent of Bus Purchases	Fleet Size as of 2019
2020	25%	>100 buses
2023	50%	>30 buses
2026	75%	All fleets
2029	100%	All fleets

All purchases made before they are required by the regulation or that exceed the minimum purchase requirement would generate a ZEB credit that could be banked and used for a future purchase date. This approach counts early ZEB purchases towards future obligations, and is intended to be consistent with incentive programs that require early action to be eligible for funding. The ZEB credits also provide transit agencies with more flexibility in how they procure ZEB and utilize infrastructure. For the following example, we will use a fictitious large fleet that has 200 buses and normally contracts to purchase about 40 new buses every 3 years. The fleet is planning its normal bus purchases in 2019 and 2022.

- Since the regulation does not take effect until 2020, the fleet does not need to purchase any ZEB in 2019, but when the fleet makes a 40 bus purchase in 2022, 10 buses would need to be ZEB to meet the 25 percent ZEB purchase requirement. However, these purchases would not qualify for HVIP or other incentive programs because they do not result in early emission benefits.
- If the fleet chose to purchase 10 ZEB in 2019, before any ZEB purchases are required, the 10 ZEB purchase would remain eligible for funding and the fleet would bank 10 ZEB credits. In 2022, when the fleet makes its next 40 bus purchase, the fleet could use the 10 banked ZEB credits to meet the ZEB purchase requirement (25% of the 40 buses or 10 ZEBs) without purchasing any more ZEB that year. Again, the fleet could continue to purchase ZEBs to go beyond the minimum requirement. If they bought 10 more ZEBs in 2020, they would be eligible for funding and would earn credits that could be used for the next planned purchase after 2022.

¹³ Trolley buses operated on a fixed guideway are ZEBs but would not be counted towards the ZEB purchase requirements except when expanding the existing fleet from a 2015 baseline.

The credit mechanism also provides some flexibility in making two separate bids in the same year. For example, if a transit agency is planning one contract for standard buses and a different contract for commuter coaches in the same year, the agency could purchase enough ZEB in the first contract for standard buses so that the credits from the first purchase would meet the minimum ZEB requirement of the second contract for commuter buses. The earned ZEB purchase credit would be void if the contract is cancelled or the bus is not placed in service.

We are also proposing to provide bonus ZEB credits for early actors that are already operating ZEBs or take more risks in deploying early technologies. They have been pioneers in addressing fuel cell maintenance, electricity rates, charging standards, education, training, developing new technologies, and other issues. These pioneers and their experiences in addressing barriers have benefited the broader market for zero emission heavy duty vehicles and for other transit fleets. We believe their actions should be recognized with additional credits; therefore, we are proposing to provide bonus ZEB credits as shown in Table 6.

Table 6 Bonus ZEB Purchase Credits

Technology	Placed in Service	Bonus ZEB Credit
FCEB	January 1, 2018 to January 1, 2023	+1
BEB	Before December 31, 2017*	+1
FCEB	Before December 31, 2017*	+2

* Must still be in service as of January 1, 2018

The bonus credits provide more time for these early actors and give them more flexibility in expanding their ZEB fleets and taking advantage of technology improvements. For example, a BEB that was purchased and placed in service in 2017 would receive a standard purchase credit plus a bonus credit for a total of 2 credits. A fuel cell bus placed in service before 2018 would receive a credit for the purchase and 2 bonus credits for a total of 3 credits.

A. ZEB Purchase Provisions

Because we recognize that transit fleets are different, we have structured this proposal with significant flexibility to utilize funding. We also are proposing to include some provisions to address individual fleet situations if they occur. The provisions are intended to address uncommon situations that present unintentional adverse impacts for an agency due to factors beyond their control, and to safeguard infrastructure investments that have been made. Compliance is determined when a bus purchase order is placed, so the transit agency would not be out of compliance due to manufacturer delays, but there may be other circumstances that a contract cannot reasonably be executed. The following are proposed conditions that would be approved for temporary delays:

- If the planned bus purchase and deployment at a given depot is delayed because the utility is unable to supply sufficient power to the property in time to place the BEB purchases in service when they are delivered.

- If the planned bus purchase and deployment at a given depot is delayed for reasons outside the transit agency's control and would not be completed on time to place the FCEB purchases in service when delivered. The off-ramp would apply to delays for hydrogen fueling station construction or when expanding an existing hydrogen station's capacity.
- An agency would not be out of compliance for purchasing conventional buses when equivalent ZEB type has not successfully completed Altoona testing. However, this off-ramp would only apply if the transit agency has no other options available to meet the purchase requirement (i.e. if the fleet could meet the ZEB purchase requirement with other bus types included in the purchase contract, there would be no need for an extension. A transit fleet that still chooses to purchase a bus that has not been Altoona-tested could count the bus towards compliance or would receive a ZEB purchase credit to be used at a later date.)
- If the planned ZEB fleet expansion cannot be completed in compliance with local permitting requirements or other safety requirements, could not have reasonably been foreseen, and cannot reasonably be addressed before the planned ZEB purchases would be delivered and placed in service;

The Executive Officer would be able to provide a 1-year extension based on the specific situation. At this time we do not believe off-ramp provisions are needed for small deployments to address battery electric bus range because there are already multiple standard buses available with a 200 mile range and some with more than a 300 mile range that can meet all daily needs. Similarly, concerns about space constraints for charging infrastructure in the depot may not be an issue for smaller or larger deployments because of overhead charging solutions that have minimal impact on congested yards. These issues could be revisited as part of an informational update to the Board before the proposed requirements ramp up.

B. Joint ZEB Compliance Option

On a case-by-case basis, multiple transit agencies may petition the Executive Officer to implement a joint zero emission bus deployment within a region. If approved, two or more transit agencies would comply as if they were one joint transit agency. The Executive Officer would approve the joint agreement provided the following criteria have been met and would issue a joint agreement number to track annual reporting:

1. Jointly comply with the number of ZEB purchases the partners would be required to purchase individually.
2. Jointly fund bus purchases and infrastructure through a common a metropolitan planning organization or other transportation policy-making organization.
3. Operate the ZEBs at a transit agency affected by the zero emission bus purchase requirement.
4. Show how the deployment prioritizes benefits in DAC.
5. Place the buses in revenue service with the intent of operating them in California for the FTA minimum useful life criteria.
6. Provide appropriate maintenance and storage facilities for the applicable technology.

7. Train bus operators and maintenance personnel from each participating transit agency.
8. If the joint ZEB deployment fails to comply as a group, each participating agency must immediately comply individually.
9. Participating agencies must report annually and identify the joint agreement number.

IX. Low NOx Engine Purchase Requirement

Staff is proposing to require all transit agencies to include low NOx engines when purchases are made if they are available for the bus type being purchased. This would not apply to fleets that operate in areas defined as NOx exempt areas¹⁴. The requirement would begin with purchases made on or after January 1, 2020 or two years after a low NOx engine becomes commercially available for the bus fuel type being purchased. Purchases that are made before they are required would earn a low NOx engine credit that would count towards the low NOx purchase requirement for future bus purchases. The credits could be used to meet a future obligation or could be used to ensure the fleet remains eligible for funding if continuing to purchase low NOx engines. Low NOx engine purchases would not be required if they are not available for the bus and fuel type the transit agency purchases, and would not be required at time of rebuild.

Low NOx engines are currently available for CNG buses, propane shuttle buses, but are not yet available for diesel buses nor gasoline buses. Low NOx engine for most CNG buses became commercially available in 2016. To date, low NOx engines have been installed on CNG buses for either repower or new purchase. CARB is also planning on a low NOx engine regulation in the near future that would apply to all heavy duty engines.¹⁵ CARB Board action on a lower NOx standard for on-road heavy-duty engines is expected in 2019 and potentially could apply to the 2023 engine year for all heavy duty engines.

X. Innovative Zero Emission Mobility

We are proposing to include a credit mechanism that would count towards the ZEB purchase requirement to encourage the introduction of innovative zero emission transit services that may lead to a broader zero emission future. For purposes of this regulation, innovative zero emission mobility options are non-bus (nor fixed guide way) transportation services provided by the transit agency with lighter ZEVs like micro transit, on-demand van or car transportation, or autonomous shuttle services. Other modes, such as buses that are within the scope of the regulation and light rail, heavy rail and trolley bus services, are considered to be conventional transit modes. Zero emission mobility options that are directly operated by the transit agency or under contract that are used to provide on demand services or for shared transportation, like van pools, would be eligible for credit.

¹⁴ The following counties make up the NOx Exempt Areas: Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, Eastern El Dorado, Glenn, Humboldt, Inyo, Eastern Kern, Lake, Lassen, Mariposa, Mendocino, Modoc, Mono, Monterey, Nevada, Eastern Placer, Plumas, San Benito, San Luis Obispo, Santa Barbara, Santa Cruz, Shasta, Sierra, Siskiyou, Northern Sonoma, Northern Sutter, Tehama, Trinity, Tuolumne, and Yuba.

¹⁵ <https://www.arb.ca.gov/msprog/hdlownox/hdlownox.htm>, accessed 11/24/2017

Because there are a wide range of innovative mobility services, we are proposing that the transit fleet apply to the Executive Officer to determine the appropriate credit amount for new and innovative services based on the details of the program. The transit agency would need to clearly identify how miles and passenger counts would be measured and how records would be kept and made available to CARB. The credit for an innovative zero emission mobility program would be provided in the form of a ZEB purchase credit where 350,000 zero emission passenger miles per year from the program would be deemed to be equivalent to purchasing a ZEB. If for any reason the zero emission mobility program is ended, the transit agency would receive a ZEB purchase deficit equal to the credit it initially received. The fleet would not be deemed to be out of compliance, but the deficit would need to be made up during the next bus purchase.

We would use the informational update to the Board to assess the zero emission mobility option at that point. CARB could modify the option, make it mandatory for lighter vehicles, or replace it with a performance based option beginning in 2023.

XI. Performance Based Option

A fleet-wide performance-based option that includes all transit modes has the potential to account for a wide range of actions that reduce NOx and GHG emissions. It could provide for the greatest opportunity to let market forces drive the form of the emission benefits. The approach needs to be equitable for a bus-only fleet and a multimodal fleet, and needs a straightforward metric to account for the emissions benefits of switching to ZEBs, cleaner engines, eco driving, improvements in mobility, right sizing vehicles, improving vehicle efficiency, increasing ridership density among other things. We need additional detailed information from transit agencies to clear up data gaps we see in the National Transit Database (NTD) for several fleets, how data are tracked, and to understand how methodology changes may affect the results of a performance based approach. Starting in 2020, large transit agencies (with 100 or more buses) would be required to report annual information for all modes they operate dating back to 2015 as the proposed baseline year. The information would be used for an informational update to the Board and would answer questions about whether the scope of the regulation should be expanded to include non-bus modes, whether zero emission miles or another metric should be used for fleet wide compliance, or whether the zero emission mobility option should be expanded.

We evaluated strategies based on emissions per passenger mile or emission per seat mile, but we encountered a number of challenges with applying a fleet-wide performance-based option. First and foremost, most funding programs would not allow funding to be used to purchase ZEB or low NOx engines until the transit agency could show compliance with the next compliance requirement. This means that a bus fleet would not be able to take advantage of existing funding programs and ultimately would incur higher costs to achieve the same emissions reductions as the proposed purchase requirements. Second, it is challenging to identify a mechanism that is equitable for all fleets. For example, a uniform NOx reduction goal may be easy to meet for a CNG bus fleet because low NOx engines are already available but may be impractical for a diesel bus fleet that could be forced to retire buses and aggressively ramp up

ZEB purchases to achieve the same reductions. Similarly, some transit fleets are “dirtier” than others for a variety of reasons, and the “dirty” fleets would need to do more than clean fleets to meet a common goal. Third, there are challenges with properly separating new actions from those that are already occurring due to CARB regulations for engine emissions standards, vehicle efficiency requirements, and policies to reduce transportation fuel carbon intensity. Finally, fuel use, mileage and passenger counts reported in the NTD fluctuate from year to year and may not be suitable for adequately measuring small changes.

A zero-emission-miles-based fleet-wide approach may be a promising method to set a performance goal that could be used in lieu of meeting the bus purchase requirement. A performance-based requirement that is based on zero emission miles squarely fits with the end goal of achieving a zero emissions transit system and could include all ZEV modes ranging from bicycles to light rail. ZEVs of all types eliminate local emissions and reduce both NOx and GHG emissions at the same. Zero emission miles as a metric could allow for a single metric to evaluate progress towards the final goal and we will continue to discuss options to integrate this into the proposed regulation.

XII. Reporting Requirements

Reporting is needed to ensure that credits are appropriately tracked and that compliance can be monitored appropriately. All transit agencies must report their bus fleet information annually starting January 1, 2020. Each transit agency would be subject to reporting and record keeping requirements each January and would need to provide information about bus and engine purchases made each year. The basic reporting includes the following items:

1. Transit agency name
2. Contract number
3. Purchase order number
4. Joint agreement number (if applicable)
5. Vehicle identification number (VIN) if in service
6. Fleet vehicle ID number
7. Bus type
8. Fuel type
9. Model year
10. Make
11. Model
12. Propulsion technology type
13. Horsepower
14. Engine family name
15. Engine displacement (liters)
16. Odometer reading
17. Odometer reading date
18. Traction battery capacity (if applicable)
19. Purchase contract number
20. Date of purchase contract

21. Date placed in service

We would also need data from large transit agencies with 100 or more buses to evaluate and develop a performance based option. The data would need to come directly from transit agencies for all modes they operate. The data would allow us to evaluate trends and identify and clear up anomalies that we currently see in the NTD data and are not available in the public data sets. Starting in 2020, large transit agencies would be required to report annual information for all modes they operated dating back to 2015 as the proposed baseline year. Modes would include all modes reported to NTD and would include all vehicles types used for passenger transportation (directly operated or purchased).

The following is a list of the individual vehicle information that transit agencies would need to report for each transportation mode:

1. Vehicle information:
 - a. Vehicle identification number (if applicable) and fleet identification number.
 - b. Transportation mode.
 - c. Type of service.
 - d. Fuel type.
 - e. Vehicle type and length category.
 - f. Vehicle model year.
 - g. Engine family.
 - h. Engine year.
 - i. Fuel consumption per vehicle type.
 - j. Vehicle odometer reading.
2. Annual totals by transportation mode:
 - a. Passenger counts per revenue mile.
 - b. Sampling and data collection method.
 - c. Total revenue miles.
 - d. Deadhead miles.
 - e. Average trip length.
 - f. Passenger miles traveled.
 - g. Average trip length.
 - h. For linked trips.
 - i. Number of linked trips (a trip contains at least one transfer from one vehicle or mode to the next).
 - ii. Number of transfers per trip.
 - iii. Average length of linked trip.

Attachment B

Santa Cruz Metropolitan Transit District



January 19, 2018

California Air Resources Board Members
1001 I Street
Sacramento, CA 95814

Dear Chair Nichols and Members of the California Air Resources Board:

Santa Cruz Metropolitan Transit District (METRO) is responding with comments to the Draft Innovative Clean Transit Regulation Discussion Document (ICT) published December 15, 2017.

In general, and subject to the comments contained in this letter, METRO is supportive of CARB's goal to achieve zero-emissions transit fleets. In fact, as identified on page 5 of the ICT, METRO's Board adopted a resolution in May 2017 setting a goal to achieve a Zero Emissions Bus (ZEB) fleet by 2040. **However**, we should be clear that the METRO Board has adopted this as a **goal** and **not a mandate**.

As discussed in this letter, achieving METRO's ZEB goal is subject to resolution of a number of challenges in the years to come. Those challenges include areas of funding, technology, horsepower, axle-weight, and battery density innovation, just to name a few. **These challenges are significant** and cannot be overcome today. In contrast, the ICT establishes prescriptive milestones that must be met in order to achieve mandatory 100% ZEB purchases by 2029 and with only four qualifying scenarios in which "temporary delays" can be considered. On page 14 of the ICT, CARB staff goes on to say "At this time we do not believe off-ramp provisions are needed..." METRO believes that CARB staff is mistaken in their perception of the current state of ZEB evolution. METRO's response today will shed some light on our concerns in this respect.

METRO Comments about the ICT

Fleet Size and Paratransit

- a. As currently drafted, it may be difficult for a transit agency to determine their fleet size.
 - i. Are cutaway buses that are used for paratransit service and weigh more than 14,000 pounds considered heavy duty vehicles for the purposes of determining fleet size?
 - ii. Are buses used temporarily in demonstration or pilot projects included in the fleet size?
 - iii. If an agency leases buses, regardless of the lease duration, are those buses included in the fleet size?

Attachment B

- b. METRO requests that cutaways used for **paratransit vehicles be excluded from the zero emission regulation** and not counted towards fleet size due to the unknown availability, lack of field testing and the unknown performance of such electric vehicles for ADA paratransit service. As the paratransit community is heavily reliant on this service, and the most vulnerable population, ZEB's in paratransit must be proven before implementing. Consider the following complications:
- i. Opportunity charging (mid-day or in-route recharging) is not an efficient way to run paratransit service: Lifts and ramps needed to board mobility devices use battery power which is needed for propulsion, thereby limiting the vehicle range between recharges. METRO does not wish to build an ADA paratransit operating model that requires mid-day recharging. Such mid-day recharging will result in higher electricity cost (peak-hour recharging); a need to purchase more vehicles; and a need to add additional driver personnel.
 - ii. Expected range limitations: Paratransit cutaways are much smaller than fixed-route buses and therefore have physical limitations on how many batteries they will hold. Increasing the number of batteries (battery volume) on paratransit vehicles to eliminate in-service recharging is not a viable solution with today's technological limitations. Greater battery volume will also diminish the passenger capacity of the vehicle and require more vehicles to carry the same number of passengers. **ADA paratransit vehicles should be excluded from the Regulation until such time as battery density technology improves significantly.**
 - iii. METRO has had to use paratransit vehicles for formally declared emergency evacuations due to topographical constraints in rural areas. Disruption of power in these situations could limit METRO's ability to adequately respond.
 - iv. METRO is aware of only one zero emissions paratransit vehicle manufacturer. The market is simply not sufficiently developed to provide suitable vehicles and a variety of models which will meet the range of differing paratransit operating parameters across the state.

Infrastructure Assistance

- a. CARB must work collaboratively with the PUC to establish mandatory and streamlined processes with electric utilities to mitigate the high cost of yard recharging facilities.
- b. Currently, utility companies impose minimum electricity usage to recapture the capital cost of new transformers and they are not inclined to provide larger transformers up front for fleets that are phasing-in ZEBs over time. Instead, they will require the transit agency to upgrade transformers multiple times throughout the phase-in of ZEBs.
- c. The Regulation is silent on the costs associated with **opportunity recharging (in-route recharging)**. Transit agencies may have to fund additional significant capital costs for in-route recharging equipment and facilities, and it may be difficult to locate such facilities within the public right-of-way.

Attachment B

Potential Funding and Incentive Opportunities

CARB staff lists a number of funding sources that they view will enable transit agencies to purchase ZEBs at nearly the cost of a non-ZEB vehicle. The discussion on funding is misleading.

- a. A vast majority of funding sources cited in Potential Funding and Incentive Opportunities are **competitive grant programs** which do not offer any funding certainty or predictability for an agency to use in their ZEB funding analysis, yet the ICT is prescriptive, date-certain and structured without a funding “*off-ramp*.”
- b. Smaller agencies are at a disadvantage in competitive programs because a large transit agency in a dense urban area typically scores higher on a cost/benefit basis because the emission reductions are greater, especially if they are located in a federal air quality non-attainment district. In contrast, Santa Cruz METRO is located in a federal attainment district. Therefore, **a proposed Regulation should provide additional time to phase-in ZEBs when the transit agency is located in a federal attainment district.**
- c. The Volkswagen Environmental Mitigation Trust Fund should be used to support deployment of zero-emission buses. This fund can help stabilize funding to achieve our collective goal.
- d. CARB itself does not provide any unique **formula funding** to help offset the incremental additional cost of ZEBs.
- e. The Potential Funding section does not include funding assumptions for certain infrastructure costs. Electric infrastructure costs are not limited to the yard recharger, as implied on page 9 of the ICT, Table 4. Electric infrastructure cost assumptions must include all capital costs associated with taking the power from the pole through a transformer, switching and distribution networks throughout the bus yard. At times when these concerns have been raised, CARB staff have dismissed them citing the ongoing SB 350 Transportation Electrification proceedings at PUC. Let us be clear: the funding for infrastructure that PUC is considering has not yet been approved, and the funding is not specific to public transit electrification.
- f. Page 14 of the ICT states “...*concerns about space constraints for charging infrastructure in the depot may not be an issue for smaller or larger deployments because of overhead charging solutions that have minimal impact on congested yards.*” This statement is in gross error as it relates to METRO. Regardless of choosing underground or overhead approaches, an electrical distribution network being added to METRO’s bus yard will be both complicated and expensive and there is no simple and inexpensive overhead solution, as implied in the ICT.
- g. The ICT does not include any assumptions for the capital costs associated with in-route recharging facilities (Opportunity recharging).
- h. Cap and Trade sourced funding comes with requirements that there be minimum expenditures in Disadvantaged Communities (DAC). Some communities do not have DACs and others, like Santa Cruz County, may have only one DAC. **The ICT should**

Attachment B

not include any additional mandates related to DACs and CARB should work with the legislature to develop legislation that will provide much needed relief from Cap and Trade DAC requirements.

- i. HVIP early emissions benefit: See ICT page 12, second bullet - The phasing out of HVIP qualification when a transit agency purchases the number of ZEBs required in a particular milestone year as opposed to “*early*” is unreasonable. **HVIP funding must be available at all times** for agencies purchasing ZEBs, irrespective of the purchases being made ahead of mandated milestones or on-time.
- j. Today, HVIP funding is only accessible if there is funding available at the time the ZEB order is placed, and the ZEB manufacturer must apply for the HVIP money. CARB needs to appreciate that well in advance of placing a ZEB order, a transit agency will have struggled mightily to identify the dollars with which to fund the ZEB order, especially small transit agencies such as METRO. **The HVIP program must change.** A transit agency needs to be **guaranteed** the HVIP dollars when cobbling together the capital funding for the ZEB order. To that end, CARB needs to modify the program such that an agency can obtain a **firm commitment** for the HVIP dollars in advance of placing the ZEB order. This **simple change** will significantly enhance a small transit agency’s ability to identify the funding resources for their ZEB purchase.

The 2029 mandate is far too aggressive given the current state of ZEB technology.

- a. Contrary to information contained in the ICT, battery capacity (energy density) industry-wide has not advanced much beyond 200 miles except in test track controlled conditions and what appears to be limited to one manufacturer. As discussed earlier, METRO does not wish for its ZEB operating model to include opportunity recharging. Instead, METRO’s operating model seeks to run ZEBs all day on an overnight charge. With numerous routes that exceed 200 miles/day, ranging up to 282 miles/day, and based on current ZEB non-test track range, METRO may not be able to run ZEBs purchased today on all routes. METRO believes that the stated or manufacturer marketed ZEB vehicle range is potentially far higher than the actual vehicle range. This is due to a number of obvious factors that impact how rapidly the battery power is drawn-down. **This is a significant problem.** When all buses in the fleet cannot run on all routes, the result is a dedicated fleet. Dedicated fleets are difficult to manage and to make morning rollout, especially in space-constrained yards such as the one METRO operates. **Dedicated fleets are not cost efficient or operationally effective.**
- b. METRO operates buses on Highway 17 from Santa Cruz to San Jose. Based on METRO’s recent experience, the current ZEB over-the-road buses or commuter bus ZEB technology is underdeveloped. Therefore, ZEB replacements on commuter bus routes would likely not be a 1:1 replacement. METRO’s best modeling indicates that three commuter ZEBs will be required to perform the work of two conventional CNG buses on its Highway 17 Commuter Express service due to the incline of the roadway and traffic conditions. The BYD over-the-road ZEB prototype recently tested by METRO performed poorly and could not provide enough horsepower to keep up with traffic,

Attachment B

topping out at 30 – 35 mph on some stretches of the highway. Any ICT Regulation crafted should **specifically exclude from the ZEB mandate commuter bus services** operating on mountain roads such as Highway 17.

- c. The ICT must be inseparably linked with a **PUC Regulation requiring that public transit agencies operating ZEBs receive a much lower electricity rate** from the utilities. With the current rate structure and infrastructure costs, propulsion costs may be much higher than the equivalent Compressed Natural Gas costs, especially if opportunity recharging is required. Such will likely negate the operating cost savings projected in Table 4 on page 9 of the ICT.
- d. Contrary to assertions made in the ICT, there is no evidence that ZEB prices are falling as the technology advances and demand increases.
- e. CARB staff states on page 4 of the ICT that “*nearly 1,000 transit buses are purchased in California annually.*” CARB staff includes in the assumption three ZEBs for Santa Cruz METRO. At this time, METRO has not placed an order for three ZEBs due to the challenges noted in ‘b’ above.
- f. Using the numbers contained on page 5 of the ICT, and extrapolating the bus assumptions, California alone will need to purchase 13,600 ZEBs to become a state with 100% ZEB fleets. Assuming that it will take through 2040 to fully retire non-ZEBs, this will equate to approximately 618 ZEBs/year. Surely CARB is aware that one particular major ZEB manufacturer has been struggling to fulfill its current contract commitments and transit agencies across America are reporting delayed deliveries from all ZEB manufacturers. **The ZEB manufacturers are not yet ready for an aggressive ZEB mandate.**
- g. California transit agencies are not the only transit agencies in America purchasing ZEBs.
- h. **Battery degradation** and the consequent decline in full-charge capacity are currently unknown. Neither of the two major ZEB manufacturers’ have provided anything more than battery degradation **estimates** and both are struggling with how to measure battery degradation. Some manufacturers claim 80% remaining capacity at twelve years, but no California agency has operated a ZEB for twelve years. Some manufacturers are guaranteeing the batteries for twelve years and others are not. Also, under the new federal Transit Asset Management program, the life expectancy of buses should now be upgraded to fourteen years.
- i. Batteries constitute one-fourth to one-third of a ZEB’s cost, which is not included in the lifecycle cost comparison in Table 4 on page 9 of the ICT. How many batteries will need to be replaced over the fourteen year life of the ZEB? What is the environmental impact of disposing these batteries?
- j. A ZEB purchased to run on a 200 miles/day route will not be able to run all-day without recharging when the batteries degrade to 80%. How soon will the batteries degrade to 80%? No one knows the answer today. There has not been sufficient ZEB experience with which to answer this question, and to make matters more complicated, different ZEB manufacturers are each using different battery technology. Further, if the answer is to replace the batteries when they degrade to a certain percentage, where will that money

Attachment B

come from and why aren't such costs incorporated into the ICT ZEB lifecycle cost analysis?

- k. Current longer range ZEBs, like the Proterra E2, may be able to cover all METRO routes today, however, the E2 appears to not meet the California axle-weight restrictions, as set forth in AB 1250 (ZEBs – 25K lbs. down to 22K lbs. by 2022). Proterra's website shows the curb weight of the E2 as 29,849 – 33,061 lbs. **No ICT Regulation should be implemented until such time as the ZEB manufacturers can certify all of their ZEBs as AB 1250 compliant.**

This letter raises serious and substantial concerns about the Innovative Clean Transit Regulation. It appears that in crafting this draft Regulation, CARB staff has not fully considered a host of concerns generated by transit agencies earlier with the Advanced Clean Transit Regulation. ZEB technology has not yet matured to a point where it is practical to implement an aggressive ZEB purchase mandate. Furthermore, CARB staff's schedule for adopting the ICT does not provide adequate time for transit agencies to respond. Comments communicated by METRO to CARB via this letter are representative of only a small number of concerns METRO has identified with the ZEB mandate.

METRO recommends that the ICT Regulation be placed on hold and a new review date be established, and that CARB work with transit agencies across California to debate and discuss the many ZEB challenges. METRO believes that transit agencies working collaboratively with CARB on the timing and composition of a ZEB mandate to identify a better approach than the one identified in the current proposed ICT Regulation will benefit all.

Sincerely,



Alex Clifford
CEO/General Manager

cc: Richard Corey, Executive Officer, California Air Resources Board
Steve Cliff, Deputy Executive Officer, California Air Resources Board
Jack Kitowski, Chief, Mobile Source Control Division, California Air Resources Board
Shirin Barfjani, Air Pollution Specialist, Mobile Source Control Division, California Air Resources Board
Yachun Chow, Manager, Zero Emission Bus Truck and Bus Section, California Air Resources Board
Jennifer Lee, Mobile Source Control Division, California Air Resources Board Member, Executive Committee, California Transit Association
Members, Zero Emission Bus Task Force, California Transit Association



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
SUBJECT: CY18 STATE AND FEDERAL LEGISLATIVE AGENDA

I. RECOMMENDED ACTION

That the Board of Directors approve the Santa Cruz Metropolitan Transit District CY18 State and Federal legislative agenda as presented in this report and request the Chair to appoint an Ad Hoc Legislative Committee

II. SUMMARY

- At the start of each new legislative cycle, the CEO requests the Board to review, comment and approve the proposed State and Federal legislative agenda for the upcoming calendar year
- The overall goal of the program is to advocate for stable and growing State and Federal capital and operating funding and to avoid costly unfunded mandates
- This year's legislative agenda includes additional emphasis on monitoring and providing input on the impending California Air Resources Board (CARB) zero emissions Regulation
- General Counsel has identified some possible changes needed to METRO's enabling legislation. It is requested that the Chair appoint an Ad Hoc Legislative Committee to discuss the problems and to determine if sponsoring legislation is needed.
- If approved, the CEO will work with Santa Cruz Metropolitan Transit District's State and Federal lobbyists, the California Transit Association (CTA), the American Public Transportation Association (APTA), The Bus Coalition and the Community Transportation Association of America to focus on successful outcomes in the key areas presented in this report

III. DISCUSSION/BACKGROUND

CY17 Favorable State and Federal Outcomes
State

- SB 1 (Beall/Frazier) - The Road Repair and Accountability Act of 2017, was signed into law on April 28, 2017. In addition to nearly doubling the State Transit Assistance (STA) received today by METRO, SB 1 will provide much needed revenues to cities and counties to improve the state-of-good-repair of

the highways and roadways across California. It will raise a projected \$52.4 billion over 10 years and is derived from:

- A 12-cent increase in the gasoline excise tax
 - A 20-cent increase in the diesel excise tax
 - A 5.75 percent increase in the diesel sales tax
 - A new vehicle fee, which will annually charge drivers between \$25 and \$175, depending on the value of the vehicle
 - A \$100 annual fee on zero-emission vehicles
- AB 1113 (Bloom) - State Transit Assistance Program. This bill helped METRO by permanently fixing the problem that occurred two years ago when the State Controller interpreted the Transportation Development Act (TDA) to allow additional recipients of the State Transit Assistance (STA) 99314, transit share. The interpretation allowed more recipients to a relatively fixed pot of money and reduced the amount of STA 99314 revenue to METRO.
 - State competitive 5339 grant award to purchase one CNG bus

Federal

- Applied for a discretionary FTA Bus and Bus Facilities Program grant to fund nine buses. As of December 31st, we are still awaiting award announcements.
- Protecting the ability of local entities to issue tax exempt debt in the tax bill
- Protecting the alternative fuels tax credit from elimination in the tax bill (future still unknown at this time)
- Protecting the TIGER program and Capital investment Grant program from elimination in the FY 2018 budget (both were proposed for elimination in the Trump budget)
- Maintaining FAST Act-authorized funding levels in the FY 2018 FTA budget

Economic Background

METRO serves the County of Santa Cruz, which has a population of over 262,000. Surveys show that 39% of METRO riders use the service to get to and from work. Santa Cruz County is home to the University of California, Santa Cruz (UCSC) and Cabrillo College. METRO's ridership data also reflects that nearly 50% of METRO riders are students and faculty of these institutions.

METRO helps implement the California Global Warming Solutions Act of 2006 (AB 32) by reducing greenhouse gas emissions with deployment of low-emission, high capacity buses. METRO's buses reduce fuel consumption by delivering more trips with fewer vehicle miles of travel than single-occupant vehicles.

METRO's routes 69 A-W, 71 and 91X provide much needed traffic congestion relief to the gridlocked Highway 1.

METRO, is a California Special District, employing over 280 people and providing over 5.5 million passenger trips per year with an FY18 budget of \$48 million. METRO supports the local economy through the purchase of goods and services for its operations. Labor costs (wages and benefits) represent approximately 83% (FY17 & FY18) of the operating costs and since 88% of METRO's employees reside in Santa Cruz County, the local multiplier effect of these labor dollars to the region is high as our employees' income is reinvested locally in housing, goods and services.

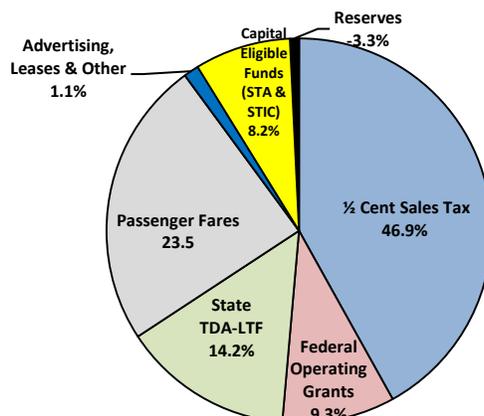
Federal Capital Funding - On the Federal government side of capital funding, METRO has received \$10.5 million in grants since 2008 or roughly \$1.32 million/year. However, with the advent of Moving Ahead for Progress in the 21st Century Act (MAP-21) in July 2012, Federal capital funding was reduced to about \$500K/year in Federal 5309/5339 formula capital grants. This is the direct result of a significant change in funding under MAP-21 in which the Bus and Bus Facilities grant program was significantly reduced in overall Federal funding and the remainder of the program changed from a discretionary (competitive) program to a formula program.

The Fixing America's Surface Transportation Act (FAST Act) has reinstated the 5339(b) competitive Bus and Bus Facilities program, although it is funded at a reduced level compared to 2012 funding levels. In 2017, METRO submitted a 5339(b) grant application for nine CNG buses and as of December 31st is still awaiting the FTA's announcement of awards. Transit properties across the nation are competing for a share of a pot of \$226.5 million. An estimated 400+ applications have been submitted, amounting to over \$2 billion in requests.

In 2017 METRO applied for a 5339(c) LoNo grant award but did not receive an award. In 2017, the LoNo program awarded \$55 million in grants. There were \$514 million in grant applications.

Current Funding for Operations

The Operations side of the business is substantially supported by the ½ cent local sales tax approved by the voters in 1978, State and Federal grants and customer fares.



Operating Grants vs. Capital Grants

Think of the operating budget as “running buses” and the capital budget as “buying buses.” State and federal discretionary (competitive) grants do not typically provide revenue for the operating budget, and local grants that might provide operating funds are few and far between. Nearly all state and federal grant opportunities are for capital improvements and bolster METRO’s ability to buy buses.

Formula Grants

State and federal formula grants come to Metro as a result of legislation; usually require an annual application; and always require follow-up information on how METRO used the money. While this is a cumbersome and time-consuming process, Metro always follows the dictated processes and never risks or jeopardizes its state and federal formula grant allocations. These state and federal formula dollars are typically used for operations; are sometimes flexible for use in both operations and capital; but are most often restricted to capital only.

Discretionary (Competitive) Grants

In any given year, there are a number of state and federal discretionary grant programs offered. Metro always submits highly competitive grant applications for programs for which it qualifies.

When grants become available for competition, they are always way oversubscribed. Typically, there are nine to ten times as many applications nationwide as actual grant awards, and the amount awarded is a fraction of the amount requested.

The Changing Landscape of Grants Availability

The grant funding landscape has changed dramatically over the past five years. Here are just a few examples:

- Up until 2012, the federal transportation authorization included a Bus and Bus Facilities Program, which was a discretionary capital grant program. Up until then, Metro had competed successfully for some of this funding. With Map21 in 2012, the Bus and Bus Facilities discretionary grant program was eliminated. It was not until the FAST Act reauthorization in 2016 that the Bus and Bus Facilities program was reestablished, albeit at a substantially reduced funding level.
- In 2006 the California voters created a capital funding source through Proposition 1B. This ten-year capital program, which expired in 2016, funded numerous Metro security, facilities and bus procurements, which were all capital projects. Fortunately, the Governor signed the Road Repair and Accountability Act in April 2017 to partially replace Proposition 1B and to provide additional State Transit Assistance (STA). Again, this legislation favors capital projects for the use of this money, although some of it can be used for operating assistance if METRO meets specific performance criteria.
- The American Recovery and Reinvestment Act of 2009 (ARRA) signed into law by President Barack Obama on February 17, 2009 was an economic stimulus package which provided Metro valuable capital dollars. ARRA was a one-time program and did not provide recurring resources.
- In 2012, the US Congress eliminated federal “earmarks,” a process which provided legislative appropriations to specific projects in a congressman’s district. Up until then, Metro had frequently secured federal earmarks to fund multiple capital projects.

Each year federal subsidies for public transit are threatened. The result of this constant threat is often flat or nominal growth in federal transportation funding, in an environment where operational costs typically grow at a rate equal to or greater than the Consumer Price Index (CPI).

With the loss of several substantial capital funding programs since 2012, Metro’s capital challenge in the coming years will be one of trying to find the resources with which to replace 62 buses that have reached the end of their useful life and are in need of replacement at an estimated cost of \$38 million to \$60 million, depending on whether Metro purchases CNG or electric buses.

IV. FINANCIAL CONSIDERATIONS/IMPACT

- There are no direct financial considerations to approving the proposed State and Federal legislative program. The overall goal of the program is to secure stable and growing State and Federal capital and operating funding for the Agency and to avoid costly unfunded mandates.

V. ALTERNATIVES CONSIDERED

- Take no action. The CEO does not recommend this approach since he will need Board direction on where to focus his State and Federal legislative efforts in CY18.
- Accept the proposed legislative program with Board adopted edits/changes.

VI. ATTACHMENTS

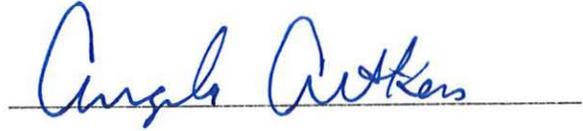
Attachment A: State Legislative Agenda

Attachment B: Federal Legislative Agenda

Prepared by: Alex Clifford, CEO/General Manager

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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Attachment A

CY18 State Legislative Agenda

- Work to educate Santa Cruz County residents about the value of SB-1 to the county in hopes that the voters will not overturn SB-1 in November 2018.
- Cap-and-Trade:
 - Seek maximum flexibility in the use of Cap-and-Trade dollars
 - Work to ensure growth in Cap-and-Trade dollars available to transit
- Support efforts to amend the State Constitution to reduce the voter threshold required for a city, county, special district or regional transportation agency to impose a special tax for transportation projects or programs.
- Protect against the elimination or diversion of any State-directed funds that support Santa Cruz County transportation needs.
- Monitor and actively participate in the California Air Resources Board's *Innovative Clean Transit Regulation* proposal, issued December 15, 2017 and proposed to be adopted by the CARB Board in June 2018. Work to ensure that any Regulation adopted meets METRO's interests, and incorporates flexibility in deadlines to generally meet the following:
 - **Speed of Implementation:** The Regulation should not accelerate Zero Emission Bus (ZEB) procurements at a faster rate than the METRO ZEB phase-in plan, which anticipates Compressed Natural Gas (CNG) vehicle purchases to be phased out as soon as 2029
 - **Financial Constraints:** CARB's ZEB purchase requirement needs to be flexible to recognize the financial challenges associated with mandating the procurement of ZEBs on a schedule. State and federal funding sources need to be made available that will offset the higher cost of purchasing ZEBs versus the lower cost CNG buses.
 - **Evolving Technology:** CARB's ZEB purchase requirement needs to recognize still evolving battery technology and the pace of battery energy density technology evolution. Battery energy density is related to improvements in the ability of the battery to hold more power, not the number of batteries. Except for possibly the Highway 17 Commuter service, METRO **does not** wish to incorporate opportunity recharging into its ZEB operational

Attachment A

plan. Opportunity recharging requires the construction of expensive in-route recharging facilities, peak-hour recharging rates and additional utility demand charges.

- **Mid-Day Recharging:** METRO seeks to purchase buses that can run all day on an overnight charge
- **Fleet Flexibility:** METRO seeks to purchase buses that can run on any METRO route as opposed to buses with mileage restrictions that must then be restricted to certain routes. Today, METRO's longest block is 281 miles.
- **Vehicle weight:** More batteries equal more weight. Buses that can run more than 200 miles/day without a mid-day recharging may currently exceed California's axle weight restrictions, as established in 2015 by AB 1250.
- **Highway 17 Commuter Service:** Operation of ZEBs on highway 17 will be a challenge due to the need to maintain speeds at the speed of traffic and battery capacity constraints. METRO is concerned that over-the-road bus battery technology and electric engine horsepower may not improve sufficiently to meet its needs by 2029. A CARB Regulation should include an exception for commuter bus services operating on mountain road grades, or, a longer deadline to implement procurement for commuter buses operating on mountain road grades.
- Seek legislation that could result in electricity providers charging transit properties off-peak or reduced rates at meters used to recharge ZEBs.
- Support establishing new funding sources for Transit Oriented Development (TOD) and bus facilities.
- **Three-Position Bike Racks:** Pursue legislation to amend existing law related to the use of bike racks on 60-foot articulated buses to accommodate the use of three-position bike racks.
- **Bus on Shoulder Expansion:** Support other transit systems as they define and seek an expansion of the existing, very limited bus on shoulder statutory authorization granted to Monterey-Salinas Transit District and Santa Cruz Metropolitan Transit District by AB 946 (Stone) [Chapter 426, Statutes of 2013]
- Continue active involvement in the California Transit Association (CTA).

Attachment A

- Staff and General Counsel have identified some potential changes to METRO's enabling legislation that should be considered. Prior to initiating any such legislative action, the CEO and General Counsel will meet with a Board Ad Hoc Committee to discuss the identified changes and the benefits and risks of pursuing a legislative change.

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Attachment B

CY18 Federal Legislative Agenda

- Increase the Small Transit Intensive Cities (STIC) Program from 1.5% to 2% sooner rather than later. In the near-term, Congress can accelerate the approved adjustment to 2% - prior to its scheduled adjustment in 2019
- Fund the 2017 alternative fuels tax credit retroactively to January 1, 2017, and enact a permanent extension of the alternative fuels tax credit instead of continuing the annual renewal via the "Tax Extenders" approach and expand the program to include electric buses
- Fund a real and meaningful transportation infrastructure State-of-Good-Repair program. The nation is overdue for another Federal Capital Program. President Trump recently expressed the importance of passing an infrastructure bill in 2018 and has indicated an interest in a possible ten-year, \$1 trillion investment program. Such a program must include bus transit and should be structured with a combination of formula and competitive grants. The President has also proposed that an infrastructure bill should leverage \$200 billion in federal funds with permit reform and private sector tax credits to achieve a \$1 trillion infrastructure investment program. METRO's interest is that a federal infrastructure package should be funded with substantial direct federal investments, as opposed to relying on private and local contributions and Public/Private Partnership funding strategies. Such strategies are difficult to apply to bus transit funding.
- Reopen the FAST Act and substantially increase funding to the FTA 5307, 5311 and 5339 (a), (b) & (c) Programs
- Encourage Congress to continue to seek creative solutions to securing sufficient, long-term revenues to ensure the stability of the federal Highway Trust Fund and address the growing infrastructure needs of the country
- Increase the federal gasoline and diesel fuel tax which will increase funds to the Highway Trust Fund and the Mass Transit Account. Federal gas tax has been unchanged since 1993 at 18.4 cents/gallon. Federal diesel fuel tax has been unchanged since 1993 at 24.4 cents/gallon. These Federal gas and diesel taxes provide revenues to the Federal Highway Trust Fund (HTF). 2.86 cents/per gallon from each of these two fuel taxes go to the Mass Transit Account. Federal bus transit funding comes from the Mass Transit Account. The Mass Transit Account, combined with other Federal funding sources, help to fund METRO Operations through the FTA-5307 & 5311 grant programs.
- Lift the ban on congressionally-directed spending (earmarks)
- Support funding for the TIGER program at or above current levels

Attachment B

- Develop and advocate for strong METRO grant submissions to DOT discretionary (competitive) programs such as TIGER, Bus and Bus Facilities, and Low and No Emissions Bus programs
- Ensure that DOT implementation of MAP-21 and FAST Act rules and regulations do not have a negative impact on METRO operations
- Enact legislation to allow states and local governments to collect sales taxes on out-of-state online purchases (Marketplace Fairness Act)
- Maintain tax parity with parking and tax benefits for employer-provided public transportation benefits
- Encourage the U.S. Census Bureau to maintain separate urbanized area designations for Santa Cruz and Monterey Counties following the 2020 Census
- Support establishing new dedicated funding sources for Transit Oriented Development (TOD) and bus facilities
- Work with Congress and the FTA to help them understand the significant challenges for small to mid-size transit properties to fund operating and capital programs and to keep up with State of Good Repair
- Oppose unfunded federal mandates and support the introduction of legislation that will fund the newest unfunded mandate – The Transit Asset Management Plan
- Start talking with Congress now about identifying funding sources for the successor to the FAST Act
- Continue active involvement in the STIC Coalition, Bus Coalition, CTAA, APTA and APTA sub-committees, advocating the legislative agenda with and through these organizations
- Continue the annual transit funding advocacy trip to Washington, DC in April/May and encourage up to four Board members to participate



DATE: January 26, 2018

TO: Board of Directors

FROM: Jimmy Dutra, Chair

SUBJECT: CONSIDERATION OF NOMINATING DIRECTORS TO SERVE AS BOARD OFFICERS, NOMINATING DIRECTORS TO CONFIRM POSITIONS ON VARIOUS BOARD COMMITTEES, NOMINATE DIRECTORS TO FILL ONE (1) EXPIRED POSITION ON THE SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (SCCIC), AND NOMINATING REPRESENTATIVES AND ALTERNATES TO THE SANTA CRUZ COUNTY REGIONAL TRANSPORTATION COMMISSION (SCCRTC)

I. RECOMMENDED ACTION

That the Board of Directors Nominate Directors to the following positions:

- 1) Santa Cruz Metropolitan Transit District (METRO) Board Chair and Vice Chair;**
- 2) Fill Vacant Director Positions on various METRO Board Committees;**
- 3) Fill One (1) Expired Director Position on the Santa Cruz Civic Improvement Corporation (SCCIC) Board; and,**
- 4) Representatives and Alternates for the Santa Cruz County Regional Transportation Commission (SCCRTC)**

II. SUMMARY

- Article 6 of the Santa Cruz Metropolitan Transit District (METRO) Bylaws provides that the Board of Directors shall annually nominate individuals to the positions of Chair and Vice Chair.
- In 2017, the Board of Directors nominated individuals to stand for election to the Standing Committee positions referenced in this staff report.
- Article III, Section 3.03 of the Santa Cruz Civic Improvement Corporation (SCCIC) Bylaws provides that the Board of Directors shall appoint METRO Directors to the SCCIC Board.
- In order to maintain representation on the Santa Cruz County Regional Transportation Commission (SCCRTC), it is necessary that the Board of Directors elect individuals to the three positions and three alternate positions that are designated for METRO Board Members.
- Elections for the positions referenced in this Staff Report are scheduled to be held at the beginning of the February 23, 2018 Board of Directors meeting.

III. DISCUSSION/BACKGROUND

The terms of the officers and appointees of the Board of Directors in the positions of Chair, Vice Chair and SCCRTC appointees expire in February 2018. One (1) of the five SCCIC Directors' terms expires in January 2018. The METRO Bylaws provide that the Board of Directors shall identify nominees to be considered for election to the positions herein referenced.

Staff recommends that the Board of Directors provide slates to:

- 1) Elect Directors to the positions of Chair and Vice Chair
- 2) Reconfirm Directors to positions on the current Standing and Ad Hoc Committees:
 - a. Standing Capital Projects Committee
 - b. Standing Finance, Budget and Audit Committee
 - c. Standing Personnel/Human Resources Committee
 - d. Ad Hoc CEO Committee
 - e. Ad Hoc MAC Committee
- 3) Fill one (1) expired position on the SCCIC
- 4) Elect three (3) representatives and three (3) alternates to the SCCRTC.

In accordance with the METRO bylaws, nominations remain open until the positions are filled through election. The election for the referenced positions is scheduled to be held on February 23, 2018.

SCCIC is a non-profit public benefit corporation organized under the non-profit benefit corporation law in the State of California to provide financial assistance to METRO by acquiring, constructing and financing various public facilities, land and equipment and the leasing of facilities, land and equipment for use, benefit and enjoyment of the public served by METRO.

Article III, Section 3.03 of the SCCIC Bylaws provides that METRO's Board of Directors shall appoint METRO Directors to the SCCIC Board.

Staff recommends that the METRO Board of Directors appoint METRO Directors to serve on the SCCIC Board. At this time, one (1) appointee is needed for one (1) expired position. The appointed Director will hold the office for a term of two (2) years.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Funding support for the positions identified in this Staff Report is contained under Admin in the FY18 and FY19 Final Budget adopted June 23, 2017 and in the FY19 and FY20 yet to be finalized.

V. ALTERNATIVES CONSIDERED

None.

VI. ATTACHMENTS

Attachment A: Current METRO Board Officers and Appointees

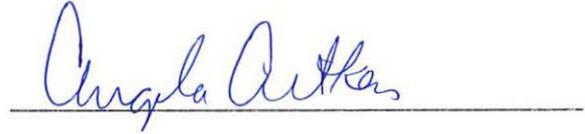
Attachment B: Current SCCIC Board Roster

Attachment C: Board Nominated Slate(s) Worksheet

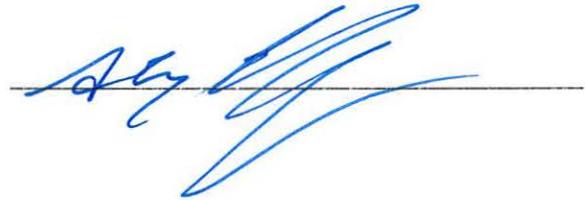
Prepared by: Gina Pye, Executive Assistant

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



BOARD OFFICERS AND APPOINTMENTS

Attachment A



2017 Committees

Chair
JIMMY DUTRA

Vice Chair
BRUCE McPHERSON

Capital Projects Standing Committee
Committee Established 8/26/16
ED BOTTORFF
CYNTHIA CHASE
BRUCE McPHERSON

CEO Goals and Objectives Ad Hoc Committee
Committee Established 5/19/17
NORM HAGEN
CYNTHIA MATHEWS
MIKE ROTKIN

Finance, Budget and Audit Standing Committee
(4-5 Board Members, as a ground rule)
Committee Established 8/26/16
JOHN LEOPOLD
DONNA LIND
CYNTHIA MATHEWS
OSCAR RIOS

MAC Ad Hoc Committee
Committee Established 3/24/17
ED BOTTORFF
NORM HAGEN
BRUCE McPHERSON
MIKE ROTKIN

Personnel/Human Resources Standing Committee
Committee Established 8/26/16
JIMMY DUTRA, Current Chair
BRUCE McPHERSON, Current Vice Chair
MIKE ROTKIN, Immediate Past Chair
NORM HAGEN
JOHN LEOPOLD

Attachment A

SCCIC Representatives

CYNTHIA CHASE
NORM HAGEN
JOHN LEOPOLD
BRUCE McPHERSON
OSCAR RIOS

SCCRTC Representatives

ED BOTTORFF
CYNTHIA CHASE
NORM HAGEN

SCCRTC Alternates (in order)

MIKE ROTKIN
DONNA LIND
TBD at a later date

Attachment B



SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (SCCIC)

BOARD OF DIRECTORS 2017 - 2018

	YEAR TERM BEGAN	YEAR TERM ENDS
Cynthia Chase, President	2017	2019
John Leopold, Vice President	2017	2019
Bruce McPherson, Secretary	2017	2019
Oscar Rios, Treasurer	2017	2019
Norm Hagen, Director	2016	2018

Alex Clifford, Chief Executive Officer

Each Director holds office for a term of two (2) years from the date of appointment. The Board of Directors holds an annual meeting for the purpose of organization, selection of Directors and officers, and the transaction of other business. Annual meetings of the Board are held on the fourth Friday of February. The meetings are held in the same venue as the Santa Cruz METRO Board of Directors meeting.

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BOARD OFFICERS AND APPOINTMENTS



Board Nominated Slate(s) – January 26, 2018

Elect Board Chair (2017: Jimmy Dutra)

SLATE 1

Nominee:

Nominated by:

1. _____

SLATE 2

2. _____

SLATE 3

3. _____

SLATE 4

4. _____

BOARD OFFICERS AND APPOINTMENTS



Elect Board Vice Chair (2017: Bruce McPherson)

Nominee:

Nominated by:

SLATE 1

1. _____

SLATE 2

2. _____

SLATE 3

3. _____

SLATE 4

4. _____

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 3: Capital Projects Standing Committee Members

3 Total Members

2017 Members: Ed Bottorff, Cynthia Chase & Bruce McPherson

Nominee:	Nominated by:
1. Ed Bottorff	Currently in place
2. Cynthia Chase	Currently in place
3. Bruce McPherson	Currently in place

SLATE 1

Nominee:	Nominated by:
1. _____	_____
2. _____	_____
3. _____	_____

SLATE 2

Nominee:	Nominated by:
1. _____	_____
2. _____	_____
3. _____	_____

SLATE 3

Nominee:	Nominated by:
1. _____	_____
2. _____	_____
3. _____	_____

SLATE 4

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 4: Finance, Budget and Audit Standing Committee Members

4 Total Members

2017 Members: John Leopold, Donna Lind, Cynthia Mathews & Oscar Rios

Nominee:

1. John Leopold

2. Donna Lind

3. Cynthia Mathews

4. Oscar Rios

Nominated by:

Currently in place

Currently in place

Currently in place

Currently in place

SLATE 1

Nominee:

1. _____

2. _____

3. _____

4. _____

Nominated by:

SLATE 2

Nominee:

1. _____

2. _____

3. _____

4. _____

Nominated by:

SLATE 3

Nominee:

1. _____

2. _____

3. _____

4. _____

Nominated by:

SLATE 4

BOARD OFFICERS AND APPOINTMENTS



Appoint or Nominate 2: Personnel/Human Resources Standing Committee Members

Current (2018) Board Chair; Current (2018) Board Vice Chair; Immediate Past (2017) Board Chair, Jimmy Dutra and 2 Board Members 5 Total Members

Committee Requires Current Board Chair, Current Board Vice Chair and Immediate Past Board Chair as members PLUS two Directors
2017 Directors: Norm Hagen and John Leopold

SLATE 1

Nominee:

Nominated by:

1. Current Board Chair, _____ (2018)

2. Current Board Vice Chair, _____ (2018)

3. Jimmy Dutra, Immediate Past Chair (2017)

Automatic

4. Norm Hagen

Currently in place

5. John Leopold

Currently in place

SLATE 2

Nominee:

Nominated by:

1. Current Board Chair, _____

2. Current Board Vice Chair, _____

3. Jimmy Dutra, Immediate Past Chair (2017)

Automatic

4. _____

5. _____

SLATE 3

Nominee:

Nominated by:

1. Current Board Chair, _____

2. Current Board Vice Chair, _____

3. Jimmy Dutra, Immediate Past Chair (2017)

Automatic

4. _____

5. _____

BOARD OFFICERS AND APPOINTMENTS



Nominate 1: SCCIC Representative
President, Cynthia Chase; Vice President,
John Leopold; Secretary, Bruce McPherson; and, Treasurer, Oscar Rios
5 Total Members
Expiring Director: Norm Hagen (term ends Feb 2018)

Nominee:

1. Cynthia Chase, President
2. John Leopold, Vice President
3. Bruce McPherson, Secretary
4. Oscar Rios, Treasurer
5. _____

Nominated by:

- Term expires 2019
- Term expires 2019
- Term expires 2019
- Term expires 2019
- _____

SLATE 1

Nominee:

1. Cynthia Chase, President
2. John Leopold, Vice President
3. Bruce McPherson, Secretary
4. Oscar Rios, Treasurer
5. _____

Nominated by:

- Term expires 2019
- Term expires 2019
- Term expires 2019
- Term expires 2019
- _____

SLATE 2

Nominee:

1. Cynthia Chase, President
2. John Leopold, Vice President
3. Bruce McPherson, Secretary
4. Oscar Rios, Treasurer
5. _____

Nominated by:

- Term expires 2019
- Term expires 2019
- Term expires 2019
- Term expires 2019
- _____

SLATE 3

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 3: SCCRTC Representatives (2017 Reps: Ed Bottorff, Cynthia Chase & Norm Hagen) 3 Total Representatives

Nominee:

1. Cynthia Chase
2. Ed Bottorff
3. Norm Hagen

Nominated by:

- Currently in place
- Currently in place
- Currently in place

SLATE 1

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 2

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 3

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 4

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 3: SCCRTC Alternates (in order) (2017 Alternates: Mike Rotkin, Donna Lind & One Vacant 3 Total Representatives

Nominee:

1. Mike Rotkin

2. Donna Lind

3. Vacant

Nominated by:

Currently in place

Currently in place

Vacant

SLATE 1

Nominee:

1. _____

2. _____

3. _____

Nominated by:

SLATE 2

Nominee:

1. _____

2. _____

3. _____

Nominated by:

SLATE 3

Nominee:

1. _____

2. _____

3. _____

Nominated by:

SLATE 4

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 3: CEO Goals & Objectives Ad Hoc Committee

Members

3 Total Members

2017 Members: Norm Hagen, Cynthia Mathews & Mike Rotkin

Nominee:

1. Norm Hagen
2. Cynthia Mathews
3. Mike Rotkin

Nominated by:

- Currently in place
- Currently in place
- Currently in place

SLATE 1

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 2

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 3

Nominee:

1. _____
2. _____
3. _____

Nominated by:

- _____
- _____
- _____

SLATE 4

BOARD OFFICERS AND APPOINTMENTS



Reappoint or Nominate 4: MAC Ad Hoc Committee Members

4 Total Members

2017 Members: Ed Bottorff, Norm Hagen, Bruce McPherson & Mike Rotkin

Nominee:

1. Ed Bottorff
2. Norm Hagen
3. Bruce McPherson
4. Mike Rotkin

Nominated by:

- Currently in place
- Currently in place
- Currently in place
- Currently in place

SLATE 1

Nominee:

1. _____
2. _____
3. _____
4. _____

Nominated by:

- _____
- _____
- _____
- _____

SLATE 2

Nominee:

1. _____
2. _____
3. _____
4. _____

Nominated by:

- _____
- _____
- _____
- _____

SLATE 3

Nominee:

1. _____
2. _____
3. _____
4. _____

Nominated by:

- _____
- _____
- _____
- _____

SLATE 4



DATE: January 26, 2018
TO: Board of Directors
FROM: Alex Clifford, CEO/General Manager
SUBJECT: **CONSIDERATION OF APPOINTMENT OF KEVIN ANDREWS AND REAPPOINTMENT OF VERONICA ELSEA TO THE METRO ADVISORY COMMITTEE (MAC) FOR FOUR-YEAR TERMS ENDING DECEMBER 31, 2021; CONSIDERATION TO EXTEND THE NOMINATION PERIOD UNTIL VACANT SEAT IS FILLED; AND, CONSIDERATION OF APPROVAL OF REVISED MAC BYLAWS**

I. RECOMMENDED ACTION

The Board of Directors:

- 1) Approve the appointment of Kevin Andrews and reappointment of Veronica Elsea to the METRO Advisory Committee (MAC) for four-year terms ending December 31, 2021.**
- 2) Extend the nomination period until vacant seat is filled**
- 3) Approve revised MAC Bylaws**

II. SUMMARY

A 30-day nomination period began December 1, 2017 to solicit applications for three seats that expired on December 31, 2017 of the METRO Advisory Committee (MAC).

The MAC Ad Hoc Committee is nominating Kevin Andrews for appointment and Veronica Elsea for reappointment to MAC to fill two of the three seats that expired on December 31, 2017. Their four-year terms will expire December 31, 2021. One vacant seat remains to be filled.

The MAC Ad Hoc Committee met on January 3, 2018 and reviewed concerns and suggestions raised by MAC members at their November 17, 2017 meeting with regards to the current selection of the Chair and Vice Chair and establishing a calendar of regular meetings in election years where members' terms expire. Discussion ensued at the MAC Ad Hoc Committee with emphasis on addressing these concerns and ensuring quorum at future regular MAC meetings in the event termed out seats have yet to be filled. Revisions have been made to the MAC Bylaws to address these concerns.

III. DISCUSSION/BACKGROUND

Section 3.1 of the MAC Bylaws states "The MAC shall be composed of no greater than 7 members appointed by the Board of Directors." On December 31, 2017, three members' terms expired.

A 30-day nomination period was opened December 1, 2017 to solicit and accept Board nominees and citizen applications to fill those vacant seats. The MAC Ad Hoc Committee met on January 3, 2018 to review all candidates' applications. The MAC Ad Hoc Committee recommends the METRO Board of Directors consider the nomination of Kevin Andrews and Veronica Elsea to serve as committee members of MAC. Their applications are attached to this report. If approved by the Board of Directors, their terms would commence immediately and conclude on December 31, 2021.

This leaves one seat unfilled and the MAC Ad Hoc Committee recommends extending the nomination period until the remaining vacant seat is filled and recommends staff broaden the scope of this search.

At the November 17, 2017 MAC meeting, members raised concerns about how the current Bylaws address the selection of the Chair and Vice Chair in election years when members' terms expire as well as choosing future meeting dates without allowing future members' input. These concerns and suggestions made by MAC members were brought to the MAC Ad Hoc Committee to review and consider revisions to the Bylaws, which revisions address these concerns.

Seat term limits are currently split with four seats expiring December 31, 2019 and three seats expiring December 31, 2021. The MAC Ad Hoc Committee recommends instead staggering said terms, so that two seats expire in 2019 and two seats expire in 2020. This will help with establishing a quorum until Board appointments/reappointments have been made. The two seats (5 and 6 held by Becky Taylor and Michael Pisano, respectively) were extended to 2020 and chosen by lottery.

The following list summarizes the recommended revisions to the MAC Bylaws:

- Removing Section 3.2b since MAC has achieved a seven member committee.
- Replace the wording of Section 3.2c with language providing for the staggering of MAC seat terms.
- Addition of language to Section 4.1 to allow MAC members to choose a Chair and Vice Chair at the first regular meeting in the new calendar year after appointments/reappointments have been made in election years when MAC members' terms expire.
- Addition of language to Section 5.1 to allow MAC members to set the first meeting of the new calendar year at their last meeting of the year and establish the remaining calendar after appointments/reappointments have been made in election years when MAC members' terms expire.

IV. FINANCIAL CONSIDERATIONS/IMPACT

There are no significant tangible costs to appoint Kevin Andrews and Veronica Elsea as MAC members. Each member receives day pass vouchers (one

system-wide day pass voucher per meeting attended, up to four system-wide day pass vouchers per year which equates to \$24 per year per member) to attend MAC meetings.

- **SOURCE OF FUNDING:**

FY18-FY19 Final Operating Budget – Operating Revenue

V. ALTERNATIVES CONSIDERED

None. MAC currently has four members and the MAC Bylaws require the committee to be composed of seven members.

VI. ATTACHMENTS

Attachment A: MAC Applications of Kevin Andrews and Veronica Elsea

Attachment B: Current MAC Bylaws

Attachment C: Proposed Revisions of MAC Bylaws

Prepared By: Donna Bauer, Administrative Assistant

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager

dlacow for AA

Alex Clifford, CEO/General Manager



Attachment A

Hello,

A new ticket has been added:

[MAC-0000000013](#)

 wrote:

Here is my MAC application, requesting the ability to serve a second term, completed on December 16, 2017.

What interests and experience do you have that would make you an effective MAC member?:

I have served one term on the MAC, including one year as vice-chair and two years as chair. During my term I fought hard to gain recognition of this committee as a vital working group for all transit riders that is taken seriously and provides meaningful input and assistance to the Metro board. I served with the board's ad hoc committee to rewrite the MAC bylaws. I have provided many written correspondences and oral presentations to the board on behalf of MAC. I hope I have shown abilities to communicate, negotiate and clearly explain issues and positions. I also share and bring information to and from the community---including other transit users and from the RTC's Elderly and Disabled Transportation Advisory Committee, where I serve as chair at the time of this writing. I regularly ride fixed route busses all around Santa Cruz County although I am a resident of west side Santa Cruz. I have an excellent attendance record at MAC meetings and actively participate in all discussions. When they take place, I serve as a presenter for the accessibility portion of the new operators training. I also serve on the Voter Accessibility Advisory Committee and the Caltrans Accessibility advisory Committee. I own Laurel Creek Music Designs, a music business here in Santa Cruz. I believe that I can provide continuity on the MAC and can continue to help bridge the gaps and share information with the public and other committees on which I serve.

Please outline your availability in terms of meeting times/dates and total time per month you can devote to MAC activities:

I have already been meeting the regular meeting schedule and have been making myself available for any necessary regular board meetings or other needed meetings. Thanks to self-employment, I can continue to do this.

Are you aware of any conflicts of interest that would prevent you from serving on MAC if appointed?:

No conflicts of interest

Attachment A

Contact Name: Veronica Elsea

Street Address: [REDACTED]
City: Santa Cruz
State: CA
Zip Code: 95060
Day Phone: [REDACTED]

Do you ride Santa Cruz METRO fixed route or Paracruz Service:

Santa Cruz METRO fixed route

How often do you use Santa Cruz METRO Fixed Route or METRO ParaCruz Service?:

Weekly

What are your particular transit interests?:

Having a bus service that is convenient, reliable and available to all. Helping Metro stay viable and up-to-date. Helping with community outreach as well as helping Metro understand the needs of the community from a different perspective.

What do you think are the biggest challenges for Santa Cruz METRO?:

Providing bus service with the frequency and coverage necessary to be truly convenient for the public during all time frames; maintaining a modern fleet in good condition; offering services that would really entice the public on to the busses; finding the money to do all of these things.

What do you believe that you can contribute to Santa Cruz METRO & MAC if appointed?:

See above for first-term history. Can also bring critical thinking, experience with other transit agencies, collaboration and communication skills and good interactions with the public. I am also a good listener and am prepared to fully study and analyze staff presentations before forming final opinions. I will also clearly present views to the board in order to help make Metro better or meet the needs of its riders.

Attachment A

Hello,

A new ticket has been added:

[MAC-0000000007](#)

[REDACTED] wrote:

This hereby affirms my application for the Santa Cruz Metro Advisory Committee. Please do not hesitate to reach out if you have any questions, and I look forward to joining MAC soon!

What interests and experience do you have that would make you an effective MAC member?:

I am severely visually impaired and have a strong interest in and knack for public transit, whether it's using it, planning a route with it, or just learning about what's available. This extends beyond SC Metro, of course. As a resident with a disability, I am certainly aware of the various types of challenges that can and often do face individuals who lack the capacity to be able to drive. There are many reasons for this--expense, the desire to reduce carbon footprint, or folks like myself who physically cannot. Through my direct experience with taking advantage of and utilizing various public transit options in different urban spaces, as well as my leadership skills and experience, my natural love and innate ability to learn a new system will aid me in appropriately advising Metro from a different yet equally invaluable perspective.

Please outline your availability in terms of meeting times/dates and total time per month you can devote to MAC activities::

I work during the weekdays, but am available after about 5:30pm.

Are you aware of any conflicts of interest that would prevent you from serving on MAC if appointed?:

I work for UCSC's Disability Resource Center. I do not believe that would conflict, but I feel it is prudent I mention that for sake of transparency.

Contact Name: Kevin Andrews

Street Address: [REDACTED]

City: Santa Cruz

State: CA

Zip Code: 95060

Day Phone: [REDACTED]

Do you ride Santa Cruz METRO fixed route or Paracruz Service:

Santa Cruz METRO fixed route

Attachment A

How often do you use Santa Cruz METRO Fixed Route or METRO ParaCruz Service?:

Daily

What are your particular transit interests?:

auditory stop announcements, accessible stop signage, online/mobile trip planning and bus tracking, frequency/coverage

What do you think are the biggest challenges for Santa Cruz METRO?:

I am relatively new to Santa Cruz upon submission of this application, but I am aware of numerous service cuts throughout the county. I think some of the greatest challenges facing SC Metro currently are, for example, antiquated bus tracking. Many cities around the country have accessible mobile applications where a rider can track their bus in real-time. With SC Metro's system, one has to text a number the stop ID, which one has to be able to look up online. This is cumbersome and annoying at best. It is arbitrary and presents a barrier to ridership if somebody doesn't know when the next bus is coming. Another big issue is the overcrowding of buses. Often times, students and other riders on campus are left behind at the end of the day heading home from classes/work because there is simply not enough room on the bus, or you force people to have to stand, which could be an access issue for somebody. Finally, there is the issue of less frequent service on the weekends. Students and other members of the community still need to be able to go places, and having to plan one's schedule and activities around buses that only come twice an hour is often extremely frustrating. By providing greater frequency, it encourages ridership and people to go places, thereby contributing to the local economy.

What do you believe that you can contribute to Santa Cruz METRO & MAC if appointed?:

I am extremely knowledgeable of various accessibility and ADA legislation, as well as issues related to people with disabilities. A caveat: I do not claim nor do I know everything there is to know about every disability. With that being said, I have direct experience with microaggressions and marginalization, and I am confident I can provide SC Metro and MAC with reasonable solutions to some of these common problems. It's important to have these dialogs and civil discussions about very real issues facing the community at large. Public transportation is not black-and-white, but the fact is, people need to be able to get places. Automobile ownership is not cheap, nor is it viable for many people--elderly, people with disabilities, students on tight budgets, or people designated as low-income. My boundless passion toward universal design, inclusiveness, and accessible, viable transit for all makes me an excellent candidate for the committee and I anticipate working with you in the future.



BYLAWS

Metro Advisory Committee

ADOPTED JANUARY 22, 2016

Attachment B

BYLAWS FOR THE SANTA CRUZ METRO ADVISORY COMMITTEE

Article I GENERAL PROVISIONS

§1.1 Purpose - Bylaws

These Bylaws shall govern the proceedings of the METRO Advisory Committee (MAC), an advisory committee established by the Board of Directors of the Santa Cruz Metropolitan Transit District (METRO).

§1.1.1 Purpose – METRO Advisory Committee (MAC)

The MAC members serve at the pleasure of the Santa Cruz Metropolitan Transit District Board of Directors. The purpose of the MAC is to provide a citizen forum (advisory committee) in which the METRO Board and CEO/General Manager can delegate topics for discussion and in which recommendations can be formulated and communicated to the METRO Board of Directors. MAC members should be current frequent riders of the fixed-route, paratransit or commuter services provided by Santa Cruz METRO and should approach their review of topics from a regional thinker perspective in their review of matters referred by the METRO Board of Directors or the CEO/General Manager.

§1.2 Construction of Bylaws

As used in these Bylaws, “MAC” means the METRO Advisory Committee. These Bylaws shall govern the MAC’s proceedings to the extent they are not inconsistent with METRO Administrative Code or Regulations or California or Federal law. These Bylaws or amendments become effective upon approval by the METRO Board of Directors.

§1.2.1 Orderly Administration of MAC Meetings

The MAC shall follow Robert’s Rules of Order or Sturgis, the Standard Code of Parliamentary Procedure, as may be adopted by the current Chair of MAC.

§1.3 Definitions: As used in these Bylaws:

- a. “Chair” means the Chair of the MAC Committee.
- b. “Vice chair” means the Vice Chair of the MAC Committee.
- c. “Staff” means staff members that are assigned to support the MAC Committee by the METRO CEO/General Manager.

Attachment B

Article II DUTIES AND AUTHORITY

§2.1 Duties

It shall be the duty of the MAC to provide recommendations to the Board of Directors on matters referred to the MAC by the Board or CEO/General Manager, and to perform such additional duties as assigned by the Board. The MAC may also address issues which members or the public raise with respect to the quantity and quality of services provided by METRO.

§2.2 Limitations on Authority

The sole jurisdiction and authority of the MAC is to serve in an advisory capacity to the Board of Directors. MAC shall not have any authority to take actions that bind METRO or the Board of Directors. With the approval of the CEO/General Manager, and subject to budget considerations, the MAC may design informational signs to be placed on the inside of buses and it may design and distribute an informational brochure to increase the public's knowledge of the operation and existence of the MAC. MAC members are not allowed to give direction to the administrative support personnel or any other METRO employee.

- a. Reports to the Santa Cruz METRO Board of Directors.

Communications by the MAC to the Board of Directors shall be through the CEO/General Manager. All such communications shall be provided to the Board of Directors and placed on the next available Board agenda as a consent item under the heading of "communications to the Board from the MAC."

At the request of the MAC Chair or Vice Chair, and upon concurrence of a majority of the MAC members, matters which the MAC intends to discuss with the Board of Directors may be placed on the Board of Director's agenda by the CEO/General Manager. MAC shall comply with all requirements for the inclusion of such items on the Board's agenda as are deemed appropriate by the CEO/General Manager.

The MAC Chair or Vice Chair shall provide the Board of Directors an oral report on MAC activities twice a year, once in June and once in December.

Attachment B

Article III MEMBERSHIP

§3.1 Membership

a. Appointment to the MAC.

The MAC shall be composed of no greater than 7 members appointed by the Board of Directors. All MAC members shall serve for a term of 4 years and will serve at the pleasure of the Board of Directors. Members wishing to resign from an appointment may submit such resignation to the CEO/General Manager.

The METRO Board of Directors shall nominate individuals to be considered for appointment as members of the MAC. Additionally, Santa Cruz County residents who have submitted an application directly to METRO shall be considered. Annually, the METRO Board Chair shall appoint an Ad Hoc Committee composed of four members of the Board and who shall meet as needed to review the list of Board nominees and other citizen applications and make appointment recommendations to the full Board. Appointments to the METRO Advisory Committee shall be made by the METRO Board of Directors.

b. Composition of Membership on MAC.

All members shall be residents of the County of Santa Cruz. When making its appointments, the Board shall strive to balance the membership to reflect the ethnic, gender, and geographic diversity of the County.

To the extent it is practical, representation on MAC will be regular riders of the system and will include representatives of the following consumer groups:

- i. At least one member from the Disability community.
- ii. At least one member from University of California, Santa Cruz, who is either a student or employee of the same.
- iii. At least one member who is a commuter using the Highway 17 service.
- iv. At least one member of the Disadvantaged Business Community.
- v. At least one member from Cabrillo College, who is either a student or an employee of the same.
- vi. At least one member who is a rider of Paratransit.

No member of the Board of Directors or elected public official shall be appointed to the Committee.

Attachment B

No employee of METRO or any agency that provides funding to, or contracts with, METRO shall be appointed to the Committee. However, individuals who are employed by the University of California, Santa Cruz in departments other than the Transportation and Parking Services (TAPS), or in the offices that directly supervise TAPS, shall be exempt from the financial/contracting prohibition for MAC members outlined in this section.

§3.2 Members' Terms

- a. The term of membership of each MAC member shall be four years, commencing with the date of appointment by the METRO Board of Directors and terminating on December 31st of the year in which the seat expires. Members may be considered by the Board Ad Hoc Committee for re-appointment for additional terms, as approved by the METRO Board of Directors.
- b. There are eight current MAC members as of the Board adoption date of the revised Bylaws (December 11, 2015). Eight members will continue to serve and a seven member MAC will be achieved over time through attrition.
- c. Those currently seated on the MAC shall initially be designated as terms expiring December 31, 2017 and December 31, 2019, based on the individual's current respective longevity with the MAC. The four members with the highest longevity will serve through 2017 and the remaining three members through 2019. Thereafter, four seats shall be vacated and filled at the end of 2021, 2025, 2029, etc., and the other three seats shall be vacated and filled at the end of 2023, 2027, 2031, etc.
- d. If a seat is vacated prior to the end of its designated term, the newly appointed MAC member shall fill the seat vacated through its designated termination date.

§3.3 Attendance at MAC meetings.

If a member accumulates no less than two consecutive absences from MAC Meetings, without a reasonable excuse, in any rolling twelve-month period, the position shall automatically be declared vacant. In the event of a known absence to an upcoming MAC Meeting, it is expected of the MAC Member(s) that they will contact the Santa Cruz Metropolitan Transit District Front Office Administration Staff by telephone as soon as the absence is known, but no later than 12:00PM (noon) on the day of the meeting, and that failure to make said contact will constitute an unexcused

Attachment B

absence unless circumstances restrict such contact. The Board of Directors shall then be notified of the vacancy so the Ad Hoc Committee can then meet and recommend to the METRO Board a successor to be appointed to fill the remainder of the vacated MAC member's term.

§3.4 Compensation of MAC members

No individual member of the MAC shall be entitled to compensation from METRO, with the exception that Members of the Committee shall receive one (1) system-wide day passes for each meeting that they attend. Any request for reimbursement for travel or other expenses shall not be considered unless approved in advance by the CEO/General Manager.

§3.5 Vacancies

When a vacancy is created or a MAC member's term expires, the METRO Board shall be solicited for nominations. The METRO Board nomination period shall be open for thirty (30) days following the notification to METRO Board Members of the vacancy(s). The METRO Board shall be notified of the open nomination period via email correspondence. Following the conclusion of the thirty-day nomination period, the Ad Hoc Committee shall convene and review current MAC applications on file and current Board Member nominations. The Ad Hoc Committee shall then make new appointee recommendation(s) to the full METRO Board for consideration and approval to fill the expired seat, or the remainder of the vacated MAC member's term.

Article IV OFFICERS

§4.1 Chair and Vice Chair

The MAC shall elect from its membership a Chair and a Vice Chair at the end of the agenda for the last meeting of the calendar year, to serve for a one-year term. The Chair shall preside at all meetings of the MAC and represent the MAC before the METRO Board of Directors. The Vice Chair shall perform the duties of the Chair when the Chair is absent. In the event of a vacancy in the Chair's position, the Vice Chair shall succeed as Chair for the balance of the Chair's term and the MAC shall elect a successor to fill the vacancy in the Vice Chair's position. In the event of a vacancy in the Vice Chair's position, the MAC shall elect a successor from its membership to fill the Vice Chair's position for the remainder of the Vice Chair's term. If the Chair vacates the position prior to the end of his/her one-year appointment, the Vice Chair will be allowed to complete

Attachment B

the vacated Chair's term and one full year following the end of the vacated Chair's term.

The Chair may be elected for up to two consecutive terms, and again multiple times during their appointment term(s) provided there is a minimum of a one-year break after having served two consecutive terms.

§4.2 Staff Support

The CEO/General Manager of METRO shall determine the proper staff support for MAC meetings, if any, and furnish administrative personnel to prepare and distribute the MAC's agendas, notices, minutes, correspondence and other materials. The METRO administrative personnel assigned to support the MAC shall maintain a record of all proceedings of the MAC as required by law and shall perform other support duties to the committee as assigned by the CEO/General Manager. The minutes of each meeting, when approved by the MAC shall be made available on the Santa Cruz METRO website on the MAC page. The METRO Board of Directors are encouraged to review these minutes after each MAC meeting.

Article V MEETINGS

§5.1 Regular Meetings

Regular meetings of the MAC shall be held not more than once each calendar quarter (e.g.: March, June, September & December), on the third Wednesday of the month that is selected for the meeting. Whenever a regular meeting falls on a holiday observed by METRO, the meeting shall be held on another day or canceled at the direction of the MAC. A rescheduled regular meeting shall be designated a regular meeting. With the approval of the CEO/General Manager, or at the direction of the METRO Board, the MAC may convene additional "Special" meetings during the calendar year to address time sensitive issues. e.g.: service changes, fare increases, Fiscal Year Budget review. All such "Special" meetings shall be posted in compliance with Article V, Section 5.3 and Article 6, Section 6.4 below.

At the MAC's last meeting of the calendar year it shall establish a calendar of its regular meetings for the following year. MAC's regular meeting schedule shall be posted on the METRO website once adopted by the MAC.

Attachment B

§5.2 Calling and Noticing of Meetings

All meetings shall be called, noticed and conducted in accordance with the applicable provisions of the Ralph M. Brown Act (commencing with Section 54950 of the Government Code). The CEO/General Manager and METRO Counsel shall be given notice of all meetings.

§5.3 Quorum; Vote

The presence of a majority of the appointed (4) members shall constitute a quorum for the transaction of business. However, when there are vacancies on the MAC the quorum shall be reduced to a majority of the number of Members appointed to the MAC with the provision that a quorum shall never be less than three (3) Members. All official acts of the MAC shall require the affirmative vote of the majority of members present, providing that a quorum is maintained at all times.

§5.4 Thirty Minute Rule

If a quorum has not been established within thirty minutes of the noticed starting time for the meeting, the Chair, or Vice Chair, shall declare the meeting cancelled.

§5.5 Matters Not Listed On the Agenda Requiring Committee Action

All items requiring MAC discussion and/or action are required to be posted on the Agenda and in compliance with Article V, Section 5.3 and Article 6, Section 6.4.

§5.6 Time Limits for Speakers

Each member of the public appearing at a MAC meeting shall be limited to three minutes in his or her presentation, unless the Chair, at his or her discretion, permits further remarks to be made. Any person addressing the MAC may submit written statements, petitions or other documents to complement his or her presentation. Public presentations that have been scheduled prior to the meeting with the MAC Chair shall not be subject to the time limits contained in this section.

§5.7 Impertinence; Disturbance of Meeting

Any person making personal, impertinent or indecorous remarks while addressing the MAC may, as the Chair's discretion, have their testimony immediately terminated and may, at the Chair's discretion, be barred from further appearance before the MAC at that meeting, unless permission to continue is granted by an affirmative majority vote of the MAC. The Chair

Attachment B

may order any person removed from the MAC meeting who causes a disturbance or interferes with the conduct of the meeting, and the Chair may direct the meeting room cleared when deemed necessary to maintain order.

§5.8 Access to Public Records Distributed at Meetings

Writings which are public records and which are distributed during a MAC meeting shall be made available for public inspection at the meeting if prepared by the METRO staff or a member of the MAC, or after the meeting if prepared by some other person. In all instances, every effort shall be made to provide all writings in an accessible format. Anyone having difficulties accessing specific documents should contact the METRO Administrative Office for assistance.

Except as provided above, all public records requests for MAC records shall be made to Santa Cruz METRO pursuant to Santa Cruz METRO's policies and procedures for the same.

Article VI AGENDAS AND MEETING NOTICES

§6.1 Agenda Format

The agenda shall specify the location, starting time and anticipated ending time of each meeting. Each matter to be considered by MAC shall contain a brief general description of each item of business to be transacted or discussed at the meeting. The description shall be reasonably calculated to adequately inform the public of the subject matter of each agenda item. The agenda may include recommendations for MAC action as appropriate.

§6.2 Public Communications

Each agenda for a regular meeting shall provide an opportunity for members of the public to address the MAC on matters of interest to the public either before or during the MAC's consideration of the item, if it is listed on the agenda, or, if it is not listed on the agenda but is within the jurisdiction of the MAC, under the agenda item heading "Oral/Written Communications". The MAC shall not act upon an item that is not listed on the agenda. Each notice for a special meeting shall provide an opportunity for members of the public to directly address the MAC concerning any item that has been described in the notice for the meeting before or during consideration of that item.

Attachment B

§6.3 Agenda Preparation

The METRO administrative personnel assigned to the MAC shall prepare the agenda for each meeting. One week prior to the posting date of the MAC Agenda, the MAC Chair will work with the assigned METRO administrative personnel to create a draft MAC Agenda. Prior to finalizing the MAC Agenda, the MAC Chair, or Vice Chair, shall meet with the CEO/General Manager, either in person or by phone, to discuss the draft Agenda and to determine whether or not certain items should be included in the MAC Agenda. Since the CEO/General Manager is responsible for oversight of METRO personnel and budget, the CEO/General Manager will have the final approval on the contents of the MAC Agenda, as it relates to all items requiring METRO staff support and compliance with the MAC Bylaws.

§6.4 Agenda Posting and Delivery

The written agenda for each regular meeting and each meeting continued for more than five calendar days shall be posted by the METRO Staff at least 72 hours before the meeting is scheduled to begin. The written agenda for every special meeting shall be posted by the METRO Staff at least 24 hours before the special meeting is scheduled to begin. The agenda shall be posted in a location that is freely accessible to members of the public. The MAC agenda will also be posted to the METRO website (www.scmttd.com) under the Agency Information tab.

The agenda together with supporting documents shall be transmitted to each MAC member, the CEO/General Manager and the METRO Counsel at least three days before each regular meeting and at least 24 hours before each special meeting.

Article VII MISCELLANEOUS

§7.1 Adoption and Amendment of Bylaws

These Bylaws shall be effective upon approval by the METRO Board of Directors and may be revised and amended only by the METRO Board of Directors. The MAC shall have no authority to amend these Bylaws without approval by the Board of Directors

Attachment B

§7.2 MAC Process

The intent of the MAC is to provide consensus based advice and recommendations regarding all matters that have been referred to it by the METRO Board of Directors. However, when such consensus cannot be reached, the Chair of MAC shall present a report that includes the majority consequences and provides a summary of the comments made by those who have not voted with the majority. If no majority consensus is reached, then the report shall so state the same.

Approved by Board of Directors:

September 26, 2003
Revised for 10/24/03
Revised for 12/19/03
Amended/Adopted 12/19/03
Amended/ Adopted 7/23/04
Amended/Adopted 6/23/06
Amended/Adopted 4/27/07
Amended/Adopted 5/25/07
Amended/Adopted 12/16/11
Revised 01/22/16 – Effective 01/01/16

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BYLAWS

Metro Advisory Committee

ADOPTED JANUARY 26, 2018

BYLAWS FOR THE SANTA CRUZ METRO ADVISORY COMMITTEE

Article I GENERAL PROVISIONS

§1.1 Purpose - Bylaws

These Bylaws shall govern the proceedings of the METRO Advisory Committee (MAC), an advisory committee established by the Board of Directors of the Santa Cruz Metropolitan Transit District (METRO).

§1.1.1 Purpose – METRO Advisory Committee (MAC)

The MAC members serve at the pleasure of the Santa Cruz Metropolitan Transit District Board of Directors. The purpose of the MAC is to provide a citizen forum (advisory committee) in which the METRO Board and CEO/General Manager can delegate topics for discussion and in which recommendations can be formulated and communicated to the METRO Board of Directors. MAC members should be current frequent riders of the fixed-route, paratransit or commuter services provided by Santa Cruz METRO and should approach their review of topics from a regional thinker perspective in their review of matters referred by the METRO Board of Directors or the CEO/General Manager.

§1.2 Construction of Bylaws

As used in these Bylaws, “MAC” means the METRO Advisory Committee. These Bylaws shall govern the MAC’s proceedings to the extent they are not inconsistent with METRO Administrative Code or Regulations or California or Federal law. These Bylaws or amendments become effective upon approval by the METRO Board of Directors.

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The MAC shall follow Robert’s Rules of Order or Sturgis, the Standard Code of Parliamentary Procedure, as may be adopted by the current Chair of MAC.

§1.3 Definitions: As used in these Bylaws:

- a. “Chair” means the Chair of the MAC Committee.
- b. “Vice chair” means the Vice Chair of the MAC Committee.

Attachment C

- c. "Staff" means staff members that are assigned to support the MAC Committee by the METRO CEO/General Manager.

Article II DUTIES AND AUTHORITY

§2.1 Duties

It shall be the duty of the MAC to provide recommendations to the Board of Directors on matters referred to the MAC by the Board or CEO/General Manager, and to perform such additional duties as assigned by the Board. The MAC may also address issues which members or the public raise with respect to the quantity and quality of services provided by METRO.

§2.2 Limitations on Authority

The sole jurisdiction and authority of the MAC is to serve in an advisory capacity to the Board of Directors. MAC shall not have any authority to take actions that bind METRO or the Board of Directors. With the approval of the CEO/General Manager, and subject to budget considerations, the MAC may design informational signs to be placed on the inside of buses and it may design and distribute an informational brochure to increase the public's knowledge of the operation and existence of the MAC. MAC members are not allowed to give direction to the administrative support personnel or any other METRO employee.

- a. Reports to the Santa Cruz METRO Board of Directors.

Communications by the MAC to the Board of Directors shall be through the CEO/General Manager. All such communications shall be provided to the Board of Directors and placed on the next available Board agenda as a consent item under the heading of "communications to the Board from the MAC."

At the request of the MAC Chair or Vice Chair, and upon concurrence of a majority of the MAC members, matters which the MAC intends to discuss with the Board of Directors may be placed on the Board of Director's agenda by the CEO/General Manager. MAC shall comply with all requirements for the inclusion of such items on the Board's agenda as are deemed appropriate by the CEO/General Manager.

The MAC Chair or Vice Chair shall provide the Board of Directors an oral report on MAC activities twice a year, once in June and once in December.

Attachment C

Article III MEMBERSHIP

§3.1 Membership

a. Appointment to the MAC.

The MAC shall be composed of no greater than 7 members appointed by the Board of Directors. All MAC members shall serve for a term of 4 years and will serve at the pleasure of the Board of Directors. Members wishing to resign from an appointment may submit such resignation to the CEO/General Manager.

The METRO Board of Directors shall nominate individuals to be considered for appointment as members of the MAC. Additionally, Santa Cruz County residents who have submitted an application directly to METRO shall be considered. Annually, the METRO Board Chair shall appoint an Ad Hoc Committee composed of four members of the Board and who shall meet as needed to review the list of Board nominees and other citizen applications and make appointment recommendations to the full Board. Appointments to the METRO Advisory Committee shall be made by the METRO Board of Directors.

b. Composition of Membership on MAC.

All members shall be residents of the County of Santa Cruz. When making its appointments, the Board shall strive to balance the membership to reflect the ethnic, gender, and geographic diversity of the County.

To the extent it is practical, representation on MAC will be regular riders of the system and will include representatives of the following consumer groups:

- i. At least one member from the Disability community.
- ii. At least one member from University of California, Santa Cruz, who is either a student or employee of the same.
- iii. At least one member who is a commuter using the Highway 17 service.
- iv. At least one member of the Disadvantaged Business Community.
- v. At least one member from Cabrillo College, who is either a student or an employee of the same.
- vi. At least one member who is a rider of Paratransit.

Attachment C

No member of the Board of Directors or elected public official shall be appointed to the Committee.

No employee of METRO or any agency that provides funding to, or contracts with, METRO shall be appointed to the Committee. However, individuals who are employed by the University of California, Santa Cruz in departments other than the Transportation and Parking Services (TAPS), or in the offices that directly supervise TAPS, shall be exempt from the financial/contracting prohibition for MAC members outlined in this section.

§3.2 Members' Terms

- a. The term of membership of each MAC member shall be four years, commencing with the date of appointment by the METRO Board of Directors and terminating on December 31st of the year in which the seat expires. Members may be considered by the Board Ad Hoc Committee for reappointment for additional terms, as approved by the METRO Board of Directors.
- b. Effective January 2018, seat term limits shall follow the following term schedule in order to ensure quorum in future election years as follows:

Seat 1: December 31, 2021
Seat 2: December 31, 2021
Seat 3: December 31, 2021
Seat 4: December 31, 2019
Seat 5: December 31, 2020
Seat 6: December 31, 2020
Seat 7: December 31, 2019

Thereafter, each seat's term will be four years from appointment or re-appointment.

- c. If a seat is vacated prior to the end of its designated term, the newly appointed MAC member shall fill the seat vacated through its designated termination date.

§3.3 Attendance at MAC meetings.

If a member accumulates no less than two consecutive absences from MAC Meetings, without a reasonable excuse, in any rolling twelve-month period, the position shall automatically be declared vacant. In the event of a known absence to an upcoming MAC Meeting, it is expected of the MAC Member(s) that they will contact the Santa Cruz Metropolitan Transit

Attachment C

District Front Office Administration Staff by telephone as soon as the absence is known, but no later than 12:00PM (noon) on the day of the meeting, and that failure to make said contact will constitute an unexcused absence unless circumstances restrict such contact. The Board of Directors shall then be notified of the vacancy so the Ad Hoc Committee can then meet and recommend to the METRO Board a successor to be appointed to fill the remainder of the vacated MAC member's term.

§3.4 Compensation of MAC members

No individual member of the MAC shall be entitled to compensation from METRO, with the exception that Members of the Committee shall receive one (1) system-wide day passes for each meeting that they attend. Any request for reimbursement for travel or other expenses shall not be considered unless approved in advance by the CEO/General Manager.

§3.5 Vacancies

When a vacancy is created or a MAC member's term expires, the METRO Board shall be solicited for nominations. The METRO Board nomination period shall be open for thirty (30) days following the notification to METRO Board Members of the vacancy(s). The METRO Board shall be notified of the open nomination period via email correspondence. Following the conclusion of the thirty-day nomination period, the Ad Hoc Committee shall convene and review current MAC applications on file and current Board Member nominations. The Ad Hoc Committee shall then make new appointee recommendation(s) to the full METRO Board for consideration and approval to fill the expired seat, or the remainder of the vacated MAC member's term.

Article IV OFFICERS

§4.1 Chair and Vice Chair

The MAC shall elect from its membership a Chair and a Vice Chair at the end of the agenda for the last meeting of the calendar year, to serve for a one-year term. In election years when MAC members' terms expire, the Chair and Vice Chair shall be elected at the first meeting after METRO Board appointments and/or reappointments of MAC members have been made, establishing a quorum.

The Chair shall preside at all meetings of the MAC and represent the MAC before the METRO Board of Directors. The Vice Chair shall perform the

Attachment C

duties of the Chair when the Chair is absent. In the event of a vacancy in the Chair's position, the Vice Chair shall succeed as Chair for the balance of the Chair's term and the MAC shall elect a successor to fill the vacancy in the Vice Chair's position. In the event of a vacancy in the Vice Chair's position, the MAC shall elect a successor from its membership to fill the Vice Chair's position for the remainder of the Vice Chair's term. If the Chair vacates the position prior to the end of his/her one-year appointment, the Vice Chair will be allowed to complete the vacated Chair's term and one full year following the end of the vacated Chair's term.

The Chair may be elected for up to two consecutive terms, and again multiple times during their appointment term(s) provided there is a minimum of a one-year break after having served two consecutive terms.

§4.2 Staff Support

The CEO/General Manager of METRO shall determine the proper staff support for MAC meetings, if any, and furnish administrative personnel to prepare and distribute the MAC's agendas, notices, minutes, correspondence and other materials. The METRO administrative personnel assigned to support the MAC shall maintain a record of all proceedings of the MAC as required by law and shall perform other support duties to the committee as assigned by the CEO/General Manager. The minutes of each meeting, when approved by the MAC shall be made available on the Santa Cruz METRO website on the MAC page. The METRO Board of Directors are encouraged to review these minutes after each MAC meeting.

Article V MEETINGS

§5.1 Regular Meetings

Regular meetings of the MAC shall be held not more than once each calendar quarter (e.g.: March, June, September & December), on the third Wednesday of the month that is selected for the meeting. Whenever a regular meeting falls on a holiday observed by METRO, the meeting shall be held on another day or canceled at the direction of the MAC. A rescheduled regular meeting shall be designated a regular meeting. With the approval of the CEO/General Manager, or at the direction of the METRO Board, the MAC may convene additional "Special" meetings during the calendar year to address time sensitive issues. e.g.: service changes, fare increases, Fiscal Year Budget review. All such "Special"

Attachment C

meetings shall be posted in compliance with Article V, Section 5.3 and Article 6, Section 6.4 below.

At the MAC's last meeting of the calendar year it shall establish a calendar of its regular meetings for the following year. In election years when MAC members' terms expire, it shall establish at the MAC's last meeting of the calendar year the first meeting of the following year. The remaining meetings for that calendar year shall be established once METRO Board appointments and/or reappointments have been made, establishing a quorum. MAC's regular meeting schedule shall be posted on the METRO website once adopted by the MAC.

§5.2 Calling and Noticing of Meetings

All meetings shall be called, noticed and conducted in accordance with the applicable provisions of the Ralph M. Brown Act (commencing with Section 54950 of the Government Code). The CEO/General Manager and METRO Counsel shall be given notice of all meetings.

§5.3 Quorum; Vote

The presence of a majority of the appointed (4) members shall constitute a quorum for the transaction of business. However, when there are vacancies on the MAC the quorum shall be reduced to a majority of the number of Members appointed to the MAC with the provision that a quorum shall never be less than three (3) Members. All official acts of the MAC shall require the affirmative vote of the majority of members present, providing that a quorum is maintained at all times.

§5.4 Thirty Minute Rule

If a quorum has not been established within thirty minutes of the noticed starting time for the meeting, the Chair, or Vice Chair, shall declare the meeting cancelled.

§5.5 Matters Not Listed On the Agenda Requiring Committee Action

All items requiring MAC discussion and/or action are required to be posted on the Agenda and in compliance with Article V, Section 5.3 and Article 6, Section 6.4.

§5.6 Time Limits for Speakers

Each member of the public appearing at a MAC meeting shall be limited to three minutes in his or her presentation, unless the Chair, at his or her

Attachment C

discretion, permits further remarks to be made. Any person addressing the MAC may submit written statements, petitions or other documents to complement his or her presentation. Public presentations that have been scheduled prior to the meeting with the MAC Chair shall not be subject to the time limits contained in this section.

§5.7 Impertinence; Disturbance of Meeting

Any person making personal, impertinent or indecorous remarks while addressing the MAC may, as the Chair's discretion, have their testimony immediately terminated and may, at the Chair's discretion, be barred from further appearance before the MAC at that meeting, unless permission to continue is granted by an affirmative majority vote of the MAC. The Chair may order any person removed from the MAC meeting who causes a disturbance or interferes with the conduct of the meeting, and the Chair may direct the meeting room cleared when deemed necessary to maintain order.

§5.8 Access to Public Records Distributed at Meetings

Writings which are public records and which are distributed during a MAC meeting shall be made available for public inspection at the meeting if prepared by the METRO staff or a member of the MAC, or after the meeting if prepared by some other person. In all instances, every effort shall be made to provide all writings in an accessible format. Anyone having difficulties accessing specific documents should contact the METRO Administrative Office for assistance.

Except as provided above, all public records requests for MAC records shall be made to Santa Cruz METRO pursuant to Santa Cruz METRO's policies and procedures for the same.

Article VI AGENDAS AND MEETING NOTICES

§6.1 Agenda Format

The agenda shall specify the location, starting time and anticipated ending time of each meeting. Each matter to be considered by MAC shall contain a brief general description of each item of business to be transacted or discussed at the meeting. The description shall be reasonably calculated to adequately inform the public of the subject matter of each agenda item. The agenda may include recommendations for MAC action as appropriate.

Attachment C

§6.2 Public Communications

Each agenda for a regular meeting shall provide an opportunity for members of the public to address the MAC on matters of interest to the public either before or during the MAC's consideration of the item, if it is listed on the agenda, or, if it is not listed on the agenda but is within the jurisdiction of the MAC, under the agenda item heading "Oral/Written Communications". The MAC shall not act upon an item that is not listed on the agenda. Each notice for a special meeting shall provide an opportunity for members of the public to directly address the MAC concerning any item that has been described in the notice for the meeting before or during consideration of that item.

§6.3 Agenda Preparation

The METRO administrative personnel assigned to the MAC shall prepare the agenda for each meeting. One week prior to the posting date of the MAC Agenda, the MAC Chair will work with the assigned METRO administrative personnel to create a draft MAC Agenda. Prior to finalizing the MAC Agenda, the MAC Chair, or Vice Chair, shall meet with the CEO/General Manager, either in person or by phone, to discuss the draft Agenda and to determine whether or not certain items should be included in the MAC Agenda. Since the CEO/General Manager is responsible for oversight of METRO personnel and budget, the CEO/General Manager will have the final approval on the contents of the MAC Agenda, as it relates to all items requiring METRO staff support and compliance with the MAC Bylaws.

§6.4 Agenda Posting and Delivery

The written agenda for each regular meeting and each meeting continued for more than five calendar days shall be posted by the METRO Staff at least 72 hours before the meeting is scheduled to begin. The written agenda for every special meeting shall be posted by the METRO Staff at least 24 hours before the special meeting is scheduled to begin. The agenda shall be posted in a location that is freely accessible to members of the public. The MAC agenda will also be posted to the METRO website (www.scmttd.com) under the Agency Information tab.

The agenda together with supporting documents shall be transmitted to each MAC member, the CEO/General Manager and the METRO Counsel at least three days before each regular meeting and at least 24 hours before each special meeting.

Attachment C

Article VII MISCELLANEOUS

§7.1 Adoption and Amendment of Bylaws

These Bylaws shall be effective upon approval by the METRO Board of Directors and may be revised and amended only by the METRO Board of Directors. The MAC shall have no authority to amend these Bylaws without approval by the Board of Directors

§7.2 MAC Process

The intent of the MAC is to provide consensus based advice and recommendations regarding all matters that have been referred to it by the METRO Board of Directors. However, when such consensus cannot be reached, the Chair of MAC shall present a report that includes the majority consequences and provides a summary of the comments made by those who have not voted with the majority. If no majority consensus is reached, then the report shall so state the same.

Approved by Board of Directors:

September 26, 2003

Revised for 10/24/03

Revised for 12/19/03

Amended/Adopted 12/19/03

Amended/ Adopted 7/23/04

Amended/Adopted 6/23/06

Amended/Adopted 4/27/07

Amended/Adopted 5/25/07

Amended/Adopted 12/16/11

Revised 01/22/16 – Effective 01/01/16

Amended/Adopted 1/26/18

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DATE: January 28, 2018

TO: Board of Directors

FROM: Alex Clifford, CEO/General Manager

**SUBJECT: CONSIDERATION OF REVISING THE SANTA CRUZ CIVIC
IMPROVEMENT CORPORATION (SCCIC) BYLAWS TO CHANGE THE
ANNUAL MEETING DATE AND APPOINTING ONE (1) DIRECTOR TO
SERVE AS SCCIC BOARD MEMBER**

I. RECOMMENDED ACTION

That the Board of Directors approve the revised Bylaws and appoint one (1) METRO Director to serve in the Board Member position of the Santa Cruz Civic Improvement Corporation (SCCIC)

II. SUMMARY

- Article III, Section 3.05 of the SCCIC Bylaws provides that the SCCIC Board of Directors shall hold an annual meeting in February.
- Article III, Section 3.03 of the Santa Cruz Civic Improvement Corporation (SCCIC) Bylaws provides that the METRO Board of Directors shall appoint METRO Directors to the SCCIC. Each SCCIC Director shall hold office for a term of two (2) years from the date of appointment.
- Donald Norm Hagen's term expires February 2018. One new appointee is needed for the Board Member position.
- Elections for the all positions referenced in this staff report are scheduled to be held during the February 23, 2018 METRO Board of Directors meeting.
- Due to the timing of the expiration term date and the nomination/election date of January and February, respectively, METRO staff is proposing the Bylaws be amended to change the annual meeting to March, so that it occurs after the annual February elections of vacant positions.

III. DISCUSSION/BACKGROUND

SCCIC is a non-profit public benefit corporation organized under the non-profit benefit corporation law in the State of California to provide financial assistance to METRO by acquiring, constructing and financing various public facilities, land and equipment and the leasing of facilities, land and equipment for use, benefit and enjoyment of the public served by METRO.

Article III, Section 3.03 of the Santa Cruz Civic Improvement Corporation (SCCIC) Bylaws provides that the METRO Board of Directors shall appoint METRO Directors to the SCCIC. Each Director will hold the office for a term of two (2) years.

The terms of the officers and appointees of the Board of Directors in the positions of President, Vice President, Secretary, and Treasurer expired in January 2018. The SCCIC Bylaws provide that the Board of Directors shall identify nominees to be considered for election to the positions herein referenced.

Staff recommends that the METRO Board of Directors appoint one (1) METRO Director to serve on the Board of SCCIC in the position of Board Member.

Article III, Section 3.05 of the SCCIC Bylaws provides that the SCCIC Board of Directors shall hold an annual meeting in February. METRO staff is recommending the annual meeting date be changed from February to March, so that the annual meeting will now occur after the February METRO Board of Directors' meeting in which SCCIC officer election(s) are held. This change in the annual meeting date will enable the SCCIC to function more efficiently, as the vacant position will have been filled when the annual meeting is held.

IV. FINANCIAL CONSIDERATIONS/IMPACT

Although funding support for the SCCIC is contained in the adopted METRO FY18 Operating Budget, the nomination of SCCIC Board members and the election of SCCIC officers has no direct financial impact on METRO.

V. ALTERNATIVES CONSIDERED

As a public non-profit corporation, SCCIC is required to identify and maintain a Board of Directors. The METRO Board of Directors could choose not to amend the SCCIC Bylaws, but staff does not recommend doing so, as holding the annual meeting in March, rather than February, after vacant Board member positions are filled is more conducive to the completion of SCCIC business during the its annual meeting.

VI. ATTACHMENTS

Attachment A: SCCIC Roster 2017 - 2018

Attachment B: SCCIC Bylaws

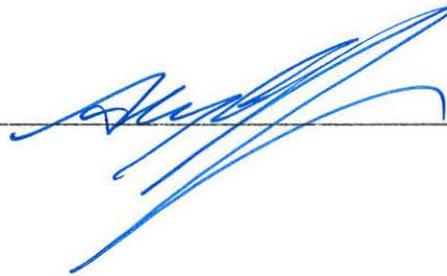
Prepared By: Gina Pye, Executive Assistant

VII. APPROVALS:

Approved as to fiscal impact:
Angela Aitken, Finance Manager



Alex Clifford, CEO/General Manager



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Attachment A



SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (SCCIC)

BOARD OF DIRECTORS 2017 - 2018

	YEAR TERM BEGAN	YEAR TERM ENDS
Cynthia Chase, President	2017	2019
John Leopold, Vice President	2017	2019
Bruce McPherson, Secretary	2017	2019
Oscar Rios, Treasurer	2017	2019
Norm Hagen, Director	2016	2018

Alex Clifford, Chief Executive Officer

Each Director holds office for a term of two (2) years from the date of appointment. The Board of Directors holds an annual meeting for the purpose of organization, selection of Directors and officers, and the transaction of other business. Annual meetings of the Board are held on the fourth Friday of February. The meetings are held in the same venue as the Santa Cruz METRO Board of Directors meeting.

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BYLAWS
OF THE
SANTA CRUZ CIVIC
IMPROVEMENT
CORPORATION

110 Vernon Street, Santa Cruz, California

Amended December 7, 2012

Attachment B

ARTICLE I.

Name, Organization, Purpose and Limitations, Principal Office, Seal

Section 1.01: Name: The name of this corporation is SANTA CRUZ CIVIC IMPROVEMENT CORPORATION (hereinafter referred to as the “Corporation”).

Section 1.02: Organization, Purpose and Use of Funds: The Corporation is a nonprofit public benefit corporation organized under the Nonprofit Public Benefit Corporation Law of the State of California to provide financial assistance to the Santa Cruz Metropolitan Transit District (the “District”), by acquiring, constructing and financing various public facilities, land and equipment and the leasing of facilities, land and equipment for the use, benefit and enjoyment of the public served by the District (herein “Facilities”). The activities of the Corporation shall be limited to the activities described in its Articles of Incorporation. No gains, profits or dividends shall be distributed to any of the Directors or officers of the Corporation; and no part of the net earnings, funds or assets of the Corporation shall inure to the benefit of any Director or any other person, firm or Corporation excepting only the District.

This corporation is organized exclusively for charitable purposes with in the meaning of Section 501(c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law). Notwithstanding any other provision of these Bylaws, this corporation shall not, except to an insubstantial degree, carry on or engage in any activities or exercise any powers that are not in furtherance of the purposes of this corporation, and the corporation shall not carry on any other activities not permitted to be carried on

- (i) by a corporation exempt from Federal income tax under Section 501 (c) (3) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law);
- (ii) by a corporation, contributions to which are deductible under Section 170 (c) (2) of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law).

Section 1.03: Property Limitations: The property, assets profits and net income are dedicated irrevocable to the purposes set forth in Section 1.02 above. No part of the profits or net earnings of this corporation shall ever inure to the benefit of any of its Directors, trustees, officers, members (if any), employees, or to the benefit of any private individual.

Section 1.04: Principal Office: The principal office of the Corporation is hereby fixed and located at 110 Vernon Street, Santa Cruz, California 95060. The Board of Directors is hereby granted full power and authority to change said principal office from one location to

Attachment B

another in the County of Santa Cruz. Any such change shall be noted by the Secretary opposite this section, but shall not be considered an amendment to these Bylaws.

Section 1.05: Seal: The corporate seal of the Corporation shall set forth the name of the Corporation and shall have inscribed thereon the words “Incorporated 1986.”

ARTICLE II

No Members

Section 2.01: No Members: Pursuant to Section 5310 of the Nonprofit Public Benefit Corporation Law the bylaws of a nonprofit corporation may provide that the corporation shall have no members. The Corporation shall have no members.

ARTICLE III

Directors

Section 3.01: Powers: Subject to limitation of the Articles of Incorporation of the California Nonprofit Public Benefit Corporation Law and any other applicable laws, and subject to the duties of Directors as prescribed by these Bylaws, all powers of the Corporation shall be exercised by or under the authority of, and the business and affairs of the Corporation shall be controlled by, the Board of Directors. No Director shall be responsible for any error in judgment or for anything that he or she may do or refrain from doing in good faith. Without prejudice to such general powers, but subject to the same limitations, it is hereby expressly declared that the Directors shall have the following powers, to wit:

- a) To select and remove all the other officers, agents and employees of the Corporation, prescribe such powers and duties for them as may not be inconsistent with law or the Articles of Incorporation or Bylaws, fix their compensation and require from them security for faithful service;
- b) To conduct, manage and control the affairs and business of the Corporation and to make such rules and regulations therefor not inconsistent with law or the Articles of Incorporation or Bylaws, as they may deem best; and
- c) To borrow money and incur indebtedness for the purposes of the Corporation, and to cause to be executed and delivered therefor, in the name of the Corporation, promissory notes, bonds, certificates of participation, debentures, deeds of trust, mortgages, pledges, hypothecation or other evidences of debt and securities therefor.

Section 3.02: Number and Qualification of Directors: The authorized number of Directors shall be five (5) until changed by amendment of the Articles of Incorporation or by amendment of the Bylaws.

Attachment B

Section 3.03: Selection and Term of Office: The initial Directors shall be appointed by the Board of Directors of the Santa Cruz Metropolitan Transit District; provided, however, that pending such appointment, the incorporator of the Corporation, in accordance with Section 5134 of the Nonprofit Public Benefit Corporation Law of the State of California, may designate such Directors, subject to ratification by the Directors of the Santa Cruz Metropolitan Transit District (hereinafter referred to as “District”). Except as hereinafter provided, each Director shall hold office for a term of two (2) years from the date of appointment. Unless a vacancy in the office occurs as herein provided, the Director appointed shall hold office until the expiration of his/her term and until a successor has been designated and has accepted the office. The members of the Board of Directors of the District may, with or without cause, remove any Director from office.

Section 3.04: Vacancies: Subject to the provisions of Section 5226 of the California Nonprofit Public Benefit Corporation Law, any Director may resign effective upon giving written notice to the President, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be selected before such time, to take office when the resignation becomes effective.

A vacancy or vacancies in the Board of Directors shall be deemed to exist in case of death, resignation, or removal of any Director, the end of their term on the Santa Cruz METRO Board of Directors, or if the authorized number of Directors is increased.

Vacancies in the Board shall be filled in the same manner as the Director whose office is vacant was selected. Each Director so selected shall hold office until the expiration of the term of the replaced Director and until a successor has been selected and has accepted the office.

Section 3.05: Organization and Annual Meetings: The Board of Directors shall hold an annual meeting for the purpose of organization, selection of Directors and officers, and the transaction of other business. Annual meetings of the Board shall be held on the fourth Friday of February provided, however, should said day fall upon a holiday observed by the Corporation at its principal office, then said meeting shall be held at the same time on the next day thereafter ensuing which is a full business day. The meetings shall be held in the same venue as the Santa Cruz METRO Board of Directors meeting.

Section 3.06: Regular Meetings: The Board of Directors by resolution may provide for the holding of regular meetings and may fix the time and place of holding such meetings.

Section 3.07: Special Meetings, Notice Waiver: A special meeting of the Board of Directors shall be held whenever called by the President or by a majority of the Directors. Written notice of each such meeting shall be delivered personally or by telegram to each Director at least twenty-four (24) hours before the time of such meeting and to each local newspaper of general circulation, radio, or television station who has requested such notices in writing. The call and written notice shall signify the time and place of the special meeting and the business to be transacted. No other business shall be considered at such meetings by the Board of Directors.

Attachment B

The call and notice shall be posted at least twenty-four (24) hours prior to the special meeting in a location that is fully accessible to members of the public. Every notice for a special meeting at which action is proposed to be taken on an item shall provide an opportunity for members of the public to directly address the Board of Directors concerning that item prior to any action on the item. The written notice may be dispenses with by any member of the Board of Directors, who at or prior to the time the meeting convenes, files with the President of the Corporation a written waiver of notice. The waiver may be given by telegram. Written notice may also be dispenses with as to any member who is actually present at the meeting at the time it convenes. Notice shall be required pursuant to this section regardless of whether any action is taken at the special meeting.

Section 3.08: Adjourned Meetings; Notice of Adjournment: The Board of Directors may adjourn any annual, regular, adjourned regular, special or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. A copy of the order or notice of adjournment shall be conspicuously posted on or near the door of the place where the regular, adjourned regular, special or adjourned special meeting was held within twenty-four (24) hours after the time of the adjournment. When a regular or adjourned regular meeting is adjourned as provided in this section, the resulting adjourned regular meeting is a regular meeting for all purposes.

Section 3.09: Quorum: A majority of the authorized number of Directors shall be necessary to constitute a quorum for the transaction business. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present, shall be regarded as the act of the Board of Directors unless a greater number be required by law or by the Articles of Incorporation.

Section 3.10: Fees and Compensation: Directors shall receive no compensation or expenses for their services as Directors.

Section 3.11: Ralph M. Brown Act: Notwithstanding any of the provisions of these Bylaws to the contrary, all meetings of Directors shall be subject to the Ralph M. Brown Act, commencing at Section 54950 of the Government Code of the State of California.

Section 3.12: Conduct of Meetings: The President or, in his absence, the Vice President, or a Chairperson chosen by a majority of the Directors present, shall preside.

Section 3.13: Public Addressing the Board: Each person addressing the Board may but is not required to give his/her name and address in an audible tone of voice for the record, and unless further time is granted by the Board, shall limit his/her address to five minutes; if more than five people wish to address the Board of Directors on any one issue, each individual speaker shall be limited to three minutes. All remarks shall be addressed to the Board of Directors as a body and not to any member thereof. No person, other than the President and the person having the floor, shall be permitted to enter into any discussion, either directly or through a member of the Board, without permission of the President. No question shall be asked of a

Attachment B

Board member except through the President. Additionally, any person may submit written materials to the Board of Directors for its consideration.

ARTICLE IV

Officers

Section 4.01: Officers: The Officers of the Corporation shall be President, a Vice President, a Secretary and a Treasurer. The Corporation may also have, at the discretion of the Board of Directors, one or more additional Vice Presidents, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be appointed by the Board of Directors. One person may hold two or more offices, except that the offices of President and Secretary or President and Treasurer may not be combined.

Section 4.02: Election: The officers shall be chosen annually by the Board of Directors and each shall hold office until the officer shall resign, be removed, or otherwise disqualified to serve, or the officer's successor shall be elected and qualified.

Section 4.03: Removal and Resignation: Any officer may resign, or may be removed, with or without cause, by the Board of Directors at any time. Vacancies caused by death, resignation or removal of any office may be filled by appointment by the Board of Directors, or by the President until such appointment by the Board of Directors.

Section 4.04: President: The President shall be the executive officer of the Corporation and, subject to the control of the Board of Directors, shall have general supervision, direction and control of the affairs of the Corporation. The President shall preside at all meetings of members and meetings of the Board of Directors.

Section 4.05: Vice President: In the absence or disability of the President, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice President shall have such other powers and perform such other duties as from time to time may be prescribed for them respectively by the Board of Directors or by the Bylaws.

Section 4.06: Secretary:

- (i) The Secretary shall keep at the principal office of the Corporation a book of minutes of all meetings of Directors, with the time and place of holding, how called or authorized, the notice thereof given, and the names of those present at Directors' meetings. The Secretary shall also keep, or cause to be kept, at the principal office of the State of California, a copy of the Articles of Incorporation and Bylaws as amended to date.
- (ii) The Secretary shall give, or cause to be given, notice of all meetings of the Board and of committees of the Board required by these Bylaws to be given. The

Attachment B

Secretary shall keep the seal of the corporation in safe custody and shall have such other powers and perform such other duties as may be prescribed by the Board or the Bylaws.

Section 4.07: Treasurer: The Treasurer shall be the chief financial officer and shall keep and maintain adequate and correct books of account showing the receipts and disbursements of the Corporation, and an account of its cash and other assets, if any. Such books of account shall at all reasonable times be open to inspection by any Director.

The Treasurer shall deposit all moneys of the corporation with such depositories as are designated by the Board of Directors, and shall disburse the funds of the Corporation as may be ordered by the Board of Directors, and shall render to the President or the Board of Directors, upon request, statements of the financial condition of the Corporation.

Section 4.08: Subordinate Officers: Subordinate officers shall perform such duties as shall be prescribed from time to time by the Board of Directors or the President.

ARTICLE V

Committees

Section 5.01: Committees of the Board: The Board, by resolution adopted by a majority of the Directors then in office, may create one or more committees, each consisting of two or more Directors, to serve at the pleasure of the Board. Appointments to committees of the Board shall be by majority vote of the Directors then in office. The Board may appoint one or more Directors as alternate members of any such committee, who may replace an absent member at any meeting. Any such committee shall be advisory only, and shall report to the Board the work it has done together with its recommendations.

Section 5.02: Meetings and Actions of the Committees: Meetings and action of committees of the Board shall be governed by, held and taken in accordance with the provisions of Article V of these Bylaws, concerning meetings and other action of the Board, except that the time for regular meetings of such committees and the calling of special meetings thereof may be determined either by resolution of the Board or, if there is no Board resolution, by resolution of the committee of the Board. Minutes shall be kept of each meeting of any committee of the Board and shall be filed with the corporate records. The Board may adopt rules for the government of any committee not inconsistent with the provision of these Bylaws or in the absence of rules adopted by the Board, the committee may adopt such rules.

Attachment B

ARTICLE VI

Staff

Section 6.01: Staff: The Secretary/General Manager of the District shall act as the Chief Executive Officer of the Corporation and shall manage the day to day operation of the corporation at the direction of the Board of Directors subject to the approval of the District Board of Directors. The Secretary/General Manager shall be assisted by District staff as needed.

ARTICLE VII

Miscellaneous

Section 7.01: Execution of Documents: The Board of Directors may authorize any officer or officers as agent or agents, to enter into any contract or execute any instrument in the name of and on behalf of the Corporation and such authority may be general or confined to specific instances and unless so authorized by the Board of Directors, no officer, agent or other person shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or to any amount.

Section 7.02: Inspection of Bylaws: The Corporation shall keep in its principal office the original or a copy of these Bylaws, as amended or otherwise altered to date, certified by the Secretary, which shall be open to inspection by the public at all reasonable times during office hours.

Section 7.03 Annual Report: The annual report referred to in Section 6321 of the Nonprofit Public Benefit Corporation Law of the State of California is expressly dispensed with.

Section 7.04: Fiscal Year: The fiscal year of the Corporation shall begin July 1 and end June 30 of each year, except for the first fiscal year which shall run from the date of incorporation to June 30, 1987.

Section 7.05: Dissolution: In the even of dissolution of the Corporation in any manner and for any cause, after the payment or adequate provision for the payment of all of its debts and liabilities, all of the remaining funds, assets and properties of the Corporation shall be paid or distributed to the District.

Section 7.06: Construction and Definitions: Unless the context otherwise requires, the general provisions, rules of construction and definitions contained in the Nonprofit Public Benefit Corporation Law of the State of California shall govern the construction of these Bylaws. If any section, subsection, sentence, clause or phrase of these Bylaws, or the application thereof, is contrary to the Nonprofit Public Benefit Corporation Law of the State of California, the provisions of that law shall prevail. Without limiting the generality of the foregoing the

Attachment B

masculine gender includes the feminine and neuter, the singular number includes the plural and the plural number includes the singular, and the term “person” includes a corporation as well as a natural person.

ARTICLE VIII

Amendments

Section 8.01: Power of Directors: New Bylaws may be adopted or these Bylaws may be amended or repealed by a majority vote of the Board of Directors. No amendment to these Bylaws shall be effective until approved by the Board of Directors of the District.

EFFECTIVE DECEMBER 7, 2012



DENE BUSTICHI
PRESIDENT

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VERBAL PRESENTATION ONLY

CEO ORAL REPORT

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- ADDITIONAL MATERIALS DISTRIBUTED
AT BOARD MEETING -

NEWS CLIPS

November 17, 2017 – January 26, 2018

**SANTA CRUZ
COUNTY
ARTICLES**



RTC: January 18th RTC Meeting Highlights

Transportation Development Act: State Transit Assistance claim and Senate Bill 1 State of Good Repair Allocation for Santa Cruz Metropolitan Transit District

The [Regional Transportation Commission](#) approved an additional \$1.6 million for Santa Cruz METRO bus replacements. Funding for these buses is made possible due to the Senate Bill 1: Road Repair and Accountability Act of 2017 (SB 1), which was passed by the California Legislature last year. SB 1 provides funding for state and local investments to fix transportation infrastructure, improve transit service, and make it safer to bicycle and walk. Until SB 1 was signed by Governor Brown, California had not significantly invested in the state's transportation infrastructure in 23 years. SB 1 State Transit Assistance and State of Good Repair programs allow METRO to keep buses in service, improve reliability, reduce maintenance costs, improve rider experience with upgraded windows, seats, and wheelchair securement system, and reduce greenhouse gas emissions.

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TRANSPORTATION

Negotiations to begin between Progressive Rail and city

Questions arise on financial projections, track repairs, county's legal obligation

By Jondi Gumz
jgums@santacruzsentinel.com
[@jondigums on Twitter](https://twitter.com/jondigums)

SANTA CRUZ » The vote was 8-3 Thursday afternoon to begin exclusive negotiations with Progressive Rail of Lakeville, Minnesota, to potentially operate freight and excursion trains on the 32-mile Santa Cruz rail line — but not approve a contract until a study of county transportation corridors is complete.

Eleven members of the Santa Cruz County Regional Transportation Commission voted in Santa Cruz City Council chambers in front of 100 people.

Many came from Greenway, a new group that claims to have 6,000 signatures of people who oppose the rail operation as too costly and want the property to become a trail for pedestrians and bicyclists.

Those in favor: John Leopold, who chairs the board, Zach Friend, Greg Caput, Andy Schiffrin, Oscar Rios, Mike Rotkin, Sandy Brown and Ed Bottorff.

Those opposed: Randy Johnson, Bruce McPherson and Jacques Bertrand.

Gridlock

Rios, Watsonville's mayor, brought up Highway 1 traffic jams that affect 100,000 residents.

"How are we going to resolve the gridlock?" he asked. "I want Progressive to deal with that question."

The motion approved did not include that issue, but it did call for research into whether the county is legally mandated to provide freight service and an "escape clause" in case things don't work out.

Craig McKenzie, chairman of
TRANSPORT » PAGE 3

Transport

FROM PAGE 1

Progressive Rail, said he had faced opposition before. After the vote, he said he looked forward to the negotiations.

His firm's proposal focused on growing freight service in Watsonville while projecting the bulk of the first year's \$1.36 million in revenue and \$688,000 in profit would come from excursion trains from Santa Cruz to Davenport and starting in 2020, a "Suntan Special" to the Santa Cruz beach, which McKenzie called "a major undertaking" that would "take some time to put together."

He said he had faced track in poor condition before and offered services such as transloading to woo customers shipping by truck to return to rail.

Responding to neighbors who objected to loud train whistles at rail crossings, he included "quiet zones" in his proposal, explaining that municipalities must call for it, federal regulators must approve, and "to do it from Capitola to Swift Street in Santa Cruz, it would take millions."

Split opinions

Transportation commissioners were deluged with 80 emails in three days.

About 30 people sided with Santa Cruz County Friends of the Rail and Trail, chaired by Mark Mesiti-Miller, supporting the idea that trail and a rail line are possible.

About 50 people sided with Greenway, led by Bud Colligan, seeking to table action on a rail contract until the corridor study is done. One email asking for delay listed the names of 100 people.

Johnson, a Scotts Valley City Councilman, objected to a 10-year contract or 20 years, as Progressive Rail requested.

"It would be a slap in the face of the community that is really undecided," Johnson said. "If we did a survey, I don't think 75 percent would favor the train. It might be the other way around."

The room broke into applause.

Money questions

Business attorney Ashley Winn of La Selva Beach and former Capitola treasurer Glenn Hanna urged the commission to get more financial data on Progressive Rail.

The firm presented earnings before interest, tax, depreciation and amortization rather than figures that follow generally accepted accounting principles, said Winn.

Winn said the former ignores working capital requirements and makes the balance sheet look healthier than it is.

Hanna questioned employee termination expenses of \$240,000 in the cash flow report.

Metro board member Mike Rotkin said negotiations were needed to meet the commission's legal obligation to provide rail service since Iowa Pacific Holdings withdrew with five years left

on a 10-year contract. Iowa Pacific cited the track wash-out in Watsonville that is yet to be repaired, and poor financial performance as its reasons for withdrawal.

The question is what must the county do to avoid repaying \$14 million to the state, money used to buy the rail corridor with a promise to provide rail service, which has been on hold since winter storms damaged the track.

Track repairs

"How liable are we for the lack of improvements?" asked supervisor McPherson, referring to track problems that could cost \$2.3 million to repair.

"We need to know where we stand legally," said Bertrand, a Capitola City Councilman.

Progressive Rail's proposal assumes the Regional Transportation Commission will "restore the track conditions on the line to appropriate standards," with Progressive responsible for maintenance after.

A request for proposals for engineering repairs is being made but when those repairs will be made has yet to be determined. The Federal Emergency Management Agency is expected to foot the repair bill.

McPherson also questioned whether Watsonville ag businesses would switch to rail.

"Nobody's come to me saying, 'I'm going to switch, I'm going to sell my trucks,'" McPherson said.

Nevertheless McKenzie saw potential, saying, "That doesn't stop or deter us."

Santa Cruz Sentinel

New Santa Cruz Mayor Meet And Greet Focuses On City's Homelessness Crisis

By: Jessica A. York, Santa Cruz Sentinel

Posted: 01/18/18, 9:57 PM PST



Campers move their tent to a drier spot at the homeless encampment at the San Lorenzo Park benchlands during the rain Thursday. (Shmuel Thaler -- Santa Cruz Sentinel)



A large homeless encampment has occupied the benchlands at San Lorenzo Park since October. (Shmuel Thaler -- Santa Cruz Sentinel)

SANTA CRUZ >> Given the chance to pepper their new mayor with concerns, residents circled back to one topic time and again at a recent forum: city homelessness.

More than 50 residents attended Wednesday's forum, hosted by Santa Cruz Neighbors and held in the Santa Cruz Police Department community room. Many had questions for Mayor David Terrazas on San Lorenzo Park's benchlands homeless camp. They quizzed him on the pending relocation of the camp to the smaller city-dubbed "Boneyard" lot at 1220 River St., neighborhood impact, budget, use of the word "boneyard" and likelihood that people will be willing to leave San Lorenzo Park.

Elsa Garmire, who moved to Santa Cruz a year ago, said she was impressed with the city's responsiveness to a 4-foot sink hole in her neighborhood and graffiti problems.

"I think you're doing a fabulous job," Garmire said.

Later, however, Garmire called out a question that went unanswered, asking Terrazas what would make any of the city's homeless population want to relocate to a new, more tightly regulated encampment.

Dennis "Denny" Smith said he thought Santa Cruz's homeless population was growing. Smith thought the apparent growth paralleled police Chief Andy Mills' relaxation of the city's overnight camping ban in October.

"We've seen an expansion of Western Drive, north. There's an encampment all through there, there's encampments at Moore Creek, Shaffer Road. It's growing. So, while the city and county are trying to provide a location, a safe location — a lot of these folks are not going to want to basically be housed or situated there. They're going to want their freedom," Smith said. "From my perspective, I see a potentially growing problem that's going to have major impacts on the city and I don't know if that's being considered or not."

Terrazas, who took over the year-long role of mayor in December from Cynthia Chase, said in his experience, Santa Cruz has been shouldering the impact to services for homeless people who come from elsewhere in the county, in addition to the city's own. He also cited some encampments on property not owned by the city, though within city borders.

"When the project's first built out along River Street, you mentioned the size of it," Terrazas said to one speaker's question. "I don't think that we as a city can look at addressing the entire region's needs, so we're going to be looking at other partners to make sure that we can one, identify locations throughout the county of a suitable

size so that we can kind of work together to address this on a more shared, community basis.”

On Thursday, Santa Cruz County announced \$3.3 million in new and continuing state and federal grants would be going toward helping to house homeless individuals and families, though it was unclear what portion of the funding directly benefited the city of Santa Cruz.

Terrazas told audience members, however, that the Santa Cruz City Council was taking its unsheltered homeless problem seriously. On Tuesday, the council will consider declaring a “homeless shelter crisis” during its meeting, he said. The declaration would enable the city to suspend state and local regulatory statutes, regulations or ordinances prescribing standards of housing, health, or safety to the extent that strict compliance “would in any way prevent, hinder, or delay mitigation of the effects of the shelter crisis.” It also provides the city with liability protections.

Resident Russell Weisz asked how the city can begin freeing up the Santa Cruz Police Department to focus on crimes unrelated to homelessness.

Terrazas, acknowledging that a “disproportionate” amount of police resources are dedicated to “quality of life” type crimes within the homeless community, said the city has worked to address the issue by giving city park rangers a larger role in enforcement, continuing its involvement with the Bob Lee Community Partnership for Accountability, Connection and Treatment program and undertaking a police department staff resources review.

Terrazas also was quizzed on his support of a pending high-density housing development project proposed for the beach-area intersection of Bay Street and West Cliff Drive, and a pending proposal to build a new downtown library in conjunction with a city parking garage. Terrazas urged community members to keep an open mind on both issues.

GoodTimes

LETTERS

BUILD THE TRAIL NOW

Barry Scott (*GT*, 1/3) seems to think that the RTC's adding a trail-only scenario to the options for the rail corridor is some kind of subterfuge to undermine the will of Santa Cruz County residents, when in fact the addition of this scenario was made as an expression of the growing support for a wide, safe bicycle and pedestrian thoroughway that wasn't an option when Measure D was passed.

The study he references, the Unified Corridor Investment Study, is merely the RTC's intelligent examination into the facts of each of these alternatives so that citizens and our representatives will be able to fairly evaluate the cost/benefit of each.

Fact: the 1.3-mile disconnected piece of trail we're getting ready to build now is necessarily narrow in order to protect the rail corridor tracks, and is already over its original budget by 100 percent due to removing trees and installing retaining walls and train signaling equipment—for a prospective train that is as yet unapproved and unfunded.

As for CalTrans' 2018 State Rail Plan, if we've railbanked the corridor, after seeing how we like a wide, safe, protected bicycle and pedestrian trail from Davenport to Monterey County, and then the county

voters want to pay for the proposed train service through town operating at speeds of "up to 125 miles per hour" (quoted from the CalTrans 2040 plan), then I'm all for it.

But in the meantime, let's use our Measure D funds to continue the study and improve Highway 1 and our METRO service, and build a wide, scenic, protected trail now, with money we already have and which falls within the parameters of what the voters have already approved.

NADENE THORNE | SANTA CRUZ

Santa Cruz Sentinel

Late-Night Santa Cruz Hospital Discharge Of Nearly-Naked Homeless Man Riles Community

By: Jessica A. York, Santa Cruz Sentinel

Posted: 01/12/18, 8:02 PM PST

SANTA CRUZ >> Reports of a man discharged from a Santa Cruz hospital wearing only a hospital gown and using a wheelchair late Wednesday night have stirred fresh debate about local homeless care.

Brent Adams, a local homelessness issues advocate and program director of the volunteer-based Santa Cruz Warming Center Program, took to his Facebook page, "Homeless Outside in Santa Cruz" at about 1 a.m. Thursday to tell the story of a homeless man he referred to as "G." His video had received more than 8,000 views and 206 shares by Friday night.

Adams told the Sentinel that a Santa Cruz County Sheriff deputy contacted him earlier that night to enquire about Warming Center operations. Because the emergency shelter had not been activated that evening, Adams agreed instead to meet the deputies and G in downtown Santa Cruz to provide him with donated clothes and blankets.

"I'm pretty appalled. I'm not sure why a hospital would release somebody who's in a wheelchair and a hospital smock at 12 in the morning and leave them at a bus stop, especially since there's no bus running," Adams said in his video. "I don't know what could be done, but we as a community could at least be aware that this is happening and find something better."

Adams said later that it is his observation that homeless people are often released late at night from the hospital and the jail, many times without all their possessions.

"A hospital smock for a person who's an XXL large is virtual nudity," Adams said Friday. "Nobody that I know of would have left him in that condition. They'd say, let's wrap him up. No matter what he did, they still left him naked at the bus stop at 11 p.m."

On Thursday night, Adams was able to ensure G made it to the Winter Shelter in time for intake cutoff, and said he planned to do the same Friday.

While limited emergency shelter beds are available in Santa Cruz, most sites are either at capacity or, in the case of the seasonal Winter Shelter, cut off client intake after 5:30 p.m. each night. Adams' Warming Center, contingent on successive days of rain or low temperature forecasts, has been activated three times this winter in Santa Cruz, plus four times in Watsonville, Adams said.

BIGGER PICTURE

A similar incident, filmed by a passerby outside the University of Maryland Medical Center, gained national attention this week after it was posted early Wednesday morning on Facebook.

Allegations of discharging homeless patients who have nowhere to go is often referred to as “patient dumping.” The federal Emergency Medical Treatment and Active Labor Act of 1986, sometimes referred to as the “anti-dumping” law, sets minimum standards of emergency treatment for those who cannot afford health insurance and requires that each patient be stabilized and treated without discrimination. Once a patient is stable, however, limited protections apply.

Dignity Health Dominican Hospital, reached for comment Friday, declined to discuss the particulars of G’s hospital stay and discharge, citing patient privacy laws and hospital policy.

Responding to questions about how or when a homeless patient, in general, may be discharged wearing only a hospital gown or when they may be provided with a transportation voucher, hospital spokeswoman Felicity Simmons wrote in an email that “every situation is different. Emergency room patients are offered food, clothing and access to transportation and housing resources, if needed, Simmons said.

“Additionally, Dominican Hospital works with several organizations in the community to provide resources for those in need,” Simmons wrote. “Those partnerships include the Homeless Services Center’s Recuperative Care Center, which provides health care services and links to community resources for homeless individuals.”

AVAILABLE RESOURCES

Santa Cruz County Sheriff Sgt. Brian Cleveland said on Friday that deputies were called to the Soquel Drive bus stop outside Dominican Hospital shortly after midnight by a Santa Cruz Metro bus driver who said G’s wheelchair would not fit on the bus. Cleveland said it was not clear to him what about the man’s wheelchair made it too large for the bus.

Cleveland said deputies recognized the man’s need for help and went a step beyond a straightforward welfare check when they contacted Adams and transported G and his possessions, in two patrol vehicles, to the downtown bus shelter G said he was trying to reach and had been living in for much of the previous week.

Santa Cruz resident Alanna Searcy, too, came into contact earlier this week with G, who she said told her his name was George. During intermittent rain showers Tuesday, Searcy said she and her son stopped to help when she saw the man sitting on a soaking wet pile of hospital towels at a bus stop, with his pants around his knees.

Searcy, a former emergency room EMT, said G told her he had just been discharged from the hospital and was still suffering severe arm pains that prevented him from pulling his pants back up. G, who was relying on a walker, was initially very grateful for her family’s help, but became verbally combative in a second interaction later that day, she said.

“I would never want someone to turn a blind eye if that were my father and he had his pants down,” Searcy said, reached after commenting on Adams’ Facebook post. “My god, let’s just help him have some pride.”

A new countywide program designed to connect those in need of housing with housing options, via a standardized assessment tool and database shared privately with local service providers, is set to launch as early as March. The two-years-in-the making Smart Path to Housing and Health initiative, said program manager Robyn McKeen, will be accessible to trained staff members in agencies such as local medical providers, among others. However, in its first phase, the program will focus on only on permanent and transitional housing referrals and not reveal emergency shelter bed openings in real time until a later phase two, McKeen said.

Santa Cruz Sentinel

Santa Cruz's 'Boneyard' Homeless Camp Delayed, Benchlands Status Quo To Remain

By: Jessica A. York, Santa Cruz Sentinel Posted: 01/10/18, 7:39 PM



A benchlands camper uses a stick to threaten a photographer shooting photos of the campground in relation to the rising San Lorenzo River.
(Dan Coyro -- Santa Cruz Sentinel)



Benchlands campers stir about their campsites as a steady drizzle falls Tuesday morning. (Dan Coyro -- Santa Cruz Sentinel)

SANTA CRUZ >> The planned city-sanctioned relocation of a large homeless encampment to Santa Cruz's industrial area has been delayed as officials seek a nonprofit program operator.

Santa Cruz City Manager Martín Bernal told the Santa Cruz City Council on Tuesday the planned "Boneyard" encampment, located on a city-owned gravel lot at 1220 River St., may take another month. City officials previously had set a mid-January timeline for disbanding the San Lorenzo Park benchlands homeless camp and moving people to the Boneyard.

"The goal is to implement as soon as possible and it's no easy task," Bernal said.

Why the delay?

Though numerous Santa Cruz County agencies and nonprofit partners are willing to provide services to the site, none have stepped up to the plate to take the lead, Bernal said.

The benchlands camp — located within sight of the County Governmental Center — has become a bellweather of the city's struggles to grapple with homelessness. As many as 70 people had been sleeping in tents there since October, even after the opening of the Winter Shelter program. Two deaths at the benchlands have been recorded since October, by Santa Cruz County Coroner's count.

Recent storms have done little to dissipate the benchlands camp. On Tuesday, 60 people were counted in 58 campsites at the park, said City Principal Management Analyst Susie O'Hara.

"We're seeing really steady numbers out there, even through the rain events. Not including this one, of the last two rain events, we really didn't see any attrition," O'Hara said. "It doesn't seem to be a big detractor on people wanting to camp there."

People are still sleeping outside, in the camp, despite there being open beds at local shelters.

Bernal told the council the two Winter Shelter sites in North County, with a combined 110 beds, were hosting about 87 people at last count. Shelter operator Salvation Army Santa Cruz Corps officials could not be reached to confirm the latest occupancy count on Wednesday. Separately, the Santa Cruz Homeless Services Center's Paul Lee Loft has about 50 emergency shelter beds, while the Faith Community Shelter has a maximum 20-person capacity.

The benchlands camp site relocation is a first step in Santa Cruz's plan to build a new permanent day-use and year-round homeless shelter in conjunction with Santa Cruz County, likely with a temporary building coming before the final site. Santa Cruz County's total homeless population was counted last year at 2,249 people, with about 810 recorded living on the streets. More than half the total count was of people in the city of Santa Cruz.

Compared to the benchlands camp, the Boneyard site will be a smaller site under 24-hour security where participants are shuttled in, have on-site health and human services and likely have a limited stay.

“People just can’t come and stay indefinitely. The expectation is they’ll come, they’ll be connected to services, we’ll try to get them support and help, and then hopefully they can move on and then we can help other individuals, as well,” Bernal said.

City officials are consulting with Alpha Project, a 31-year-old San Diego nonprofit, as they plan the Boneyard encampment, officials said. That organization took on the role of administering a San Diego city-sanctioned homeless encampment of about 200 people in October, before replacing individual tents with large-scale tents holding hundreds of people, O’Hara said.

Santa Cruz is holding back on fully outfitting the Boneyard site for the camp relocation, O’Hara said, in deference to community partners.

“It’s really important that the operators and the partners involved in helping to run the program have an opportunity to weigh in on the setup and how best to run the program,” O’Hara said. “While we understand generally the infrastructure requirements, it’s kind of part and parcel of going through the discussions with potential nonprofit partners and thinking how best to run the program to establish a strong community and opportunity for folks to connect with services.”

Asked by Councilman Chris Krohn if the Boneyard will be a sufficient stand-in for the benchlands camp, Bernal said the “homeless population is not ubiquitous.”

“There are various segments of the community that will take advantage of different facilities. In San Diego, for example, these tent facilities really were very important for those individuals that were ready to move on, who felt that they needed a more secure, more clean environment and were willing to accept the parameters to be in there,” Bernal said. “While it’s a low-entry type of facility, you still have to abide by some rules and regulations to live with others.”

Trending: on the Street countywide

- 2017: About 810 people.
- 2015: About 746 people.
- 2013: About 1,556 people.
- 2011: About 989 people.
- 2009: About 700 people.

Source: Santa Cruz County Homeless Census & Survey Comprehensive Reports, appliedsurveyresearch.org.

Santa Cruz Sentinel

Capitola Seeks Input Thursday On Capitola Road Building Heights

By: Jondi Gumz, Santa Cruz Sentinel

Posted: 01/10/18



Dharma's Natural Foods Restaurant is one of the properties along Capitola Road that could be redeveloped in the future. The city is proposing a height limit of 27 feet for this stretch of road as part of a zoning code overhaul after residents said 40-foot buildings would be too tall. (Dan Coyro -- Santa Cruz Sentinel file)

CAPITOLA >> City Council members listened when residents told the City Council they did not want to see four-story buildings on Capitola Road.

A new version of the city's zoning code, guiding future development and going to a public hearing at 7 p.m. Thursday, changes properties from 4201-4401 Capitola Road on the north side of the street plus 1715 42nd Ave. to "mixed-use neighborhood" with a height limit of 27 feet.

Those properties, where Dharma's Restaurant, the state Department of Motor Vehicles and AAA are located, were previously recommended for "community commercial" zone where 40-foot buildings are allowed.

Both “mixed-use neighborhood” and “community commercial” allow housing, which is in short supply, so the biggest difference is the height limit.

Now that the holidays are over, the council is again asking for public input on the zoning code overhaul, the first since 1975 and an effort to make the regulations easier for the public to use and understand.

Thursday night’s hearing at City Hall, 420 Capitola Ave., is a continuation of council discussions on Nov. 21 and Nov. 29 and can be seen at cityofcapitola.com.

People can comment during the meeting or email planner Katie Herlihy beforehand.

The new zoning code, unanimously recommended by the Planning Commission in September, covers zoning districts, permitting procedures, allowed and conditionally allowed land uses, and development standards such as setbacks, height, floor area ratio and minimum lot size, rules on secondary dwelling units, fences, accessory structures, signs and parking.

It affects all properties in the city.

City officials say the zoning code reflects the goals and policies in the 2014 General Plan.

It would rescind existing design guidelines for 41st Avenue where Capitola Mall is for the seaside Capitola Village, which is known for its quaint and historic architecture.

Council members wanted to move the Metro bus pickup from the front to the rear of the mall, which Metro resisted, and put stores along the street where mall parking is now, which then-mall owner Macerich declined to do.

A meeting specifically to talk about the future of Capitola Mall is scheduled for 6 p.m. Jan. 24 at the Jade Street Community Center with Merlone Geier Partners of San Francisco, which purchased the mall in 2016. That company owns the core of the mall tenanted by small stores and restaurants, Kohl’s and much of the surrounding parking lots, but does not include anchors Target, Macy’s, Sears or parcels occupied by Bank of America, CitiBank, Ross Dress for Less or the future Olive Garden, formerly Marie Callender’s.

Also on Thursday’s agenda: The Santa Cruz County Friends of the Rail and Trail and Greenway will present their visions of future use of the Santa Cruz County branch rail line right-of-way owned by the Regional Transportation Commission, which has five options under study.

Santa Cruz Sentinel

As Santa Cruz County Weighs Rail Trail Future, City Councils Bring Debate Home

By Jessica A. York, Santa Cruz Sentinel Posted: 01/08/18, 8:11 PM PST



Former Great Santa Cruz Trail Group, now Santa Cruz County Greenway, members Will Menchine, from left, Nancy Connelly, Bud Colligan, Robert Stephens and Ryan Whitelaw are advocating a trail-only alternative to the county's planned passenger rail and trail plan. (Nancy Connelly Contributed)



Bicyclists walk along railroad tracks through Capitola, near the train trestle. Several Santa Cruz County cities are taking up discussion afresh on planning for future trails along the rail corridor. (Dan Coyro -- Santa Cruz Sentinel file)

If you go

What: Capitola City Council meeting

When: 7 p.m., Thursday.

Where: Capitola City Council Chambers, 420 Capitola Ave.

At issue: Santa Cruz Branch Rail Line Right-of-Way with presentations by Greenway and Friends of the Rail and Trail.

Information: cityofcapitola.org.

CAPITOLA >> Even as a regional transit panel's pushed planning for Santa Cruz County's rail corridor out a year, two city councils are opting to wade into the contentious debate now.

On Thursday, the Capitola City Council will hear an update on efforts to create a Unified Corridor Study for the Santa Cruz Branch Rail Line Right-of-Way. The council has invited two differing special-interest groups, one — Santa Cruz County Greenway — backing a trail-only plan, the other — Santa Cruz County Friends of the Rail & Trail — aiming to keep both rail and trail options, to give presentations and rebuttals at the meeting. The general public also will be invited to weigh in, said Capitola Mayor Michael Termini.

“We haven't seen a council that has actually invited various factions to come in and give a presentation,” Termini said. “We wanted to do it in a public place. We want to do it at one of our meetings, so that the community can be more involved, more informed. That really was at the core of our decision.”

The trail-only group Greenway is led by a team of around 10 local business people, including Bud Colligan, CEO of South Swell Ventures, Santa Cruz commercial real estate developer William Ow and Miles Reiter, former CEO and current board chairman of Driscoll's. The group, which calls for covering or replacing the railroad tracks with a trail, has garnered about 5,800 signatures on its petition.

Greenway is challenging the regional transportation commission's plan to keep the rail line and build a bike and walking trail alongside it. In defense of the rail-with-trail plan, commission staff previously has said that keeping the rail line may cost more, but allows for more transportation modes and ridership.

Termini said that while the council will not vote on one particular project Thursday, it may be able to ask the city manager to return with a resolution

favoring one. The topic is of special interest to Termini and Capitola, he said, due to the city's aged train trestle bridge above residents' homes.

In November 2016, voters approved the transit half-cent sales tax, known as Measure D, including provisions to preserve the county's rail line and to analyze future uses of the rail-trail corridor.

On Dec. 7, the Santa Cruz County Regional Transportation Commission voted to narrow the potential rail corridor project scenarios from six to four options. Namely, the remaining options include trail-only; trail plus passenger train; trail, bus rapid transit and Watsonville freight service; and trail, passenger train and county-wide freight service.

After hosting a presentation from in November, the Scotts Valley City Council took its own stance during its Dec. 20 meeting on the topic. In a 3-2 vote, the council approved a resolution supporting a trail-only vision for the corridor.

Scotts Valley Councilwoman Donna Lind was one of the two dissenting votes on the resolution.

"My position is that when we passed Measure D, we promised the voters that the full study of all the options would be completed before decisions," Lind said. "My thing is we're moving forward, the county is paying for a study, that I felt it would be premature to take a position until the study was complete and we had all the information."

Scotts Valley City Councilman Randy Johnson, who also serves as the city's representative on the RTC board, said a trail-only project made sense to him, because he believes a future rail service component would require additional taxpayer support to operate than what already has been approved with Measure D. Johnson added that he also believes a rail line would compete with limited bus ridership and cost more to get running than is projected.

"Given those facts, I think the burden of proof is not on things like Greenway, it's on the rail systems that keep getting proposed," Johnson said Monday. "I think, from our perspective, we want to have something like Greenway as the default, and we want to be part of the process early."

Johnson said he did not want to wait for the RTC study to come back at the end of 2018, for fear that a rail-trail project will move forward even if the report is

“inconclusive.” Proponents of a rail and trail project, Johnson said, are equally welcome to visit the council.

In fact, a rail-trail proponent group has reached out to Scotts Valley officials with a request to give the City Council its own presentation in coming weeks, Lind said.

Santa Cruz Sentinel

Could Adding Housing Work At The Capitola Mall?

By Marisa Kendall, mkendall@bayareanewsgroup.com Posted: 01/08/18, 7:06 PM PST



Merlone Geier Partners, a real estate development group from San Francisco, bought the Capitola Mall in 2016. With the City of Capitola, the group is co-hosting a Jan. 24 meeting to ask residents what they'd like to see at the mall. Housing may be one of the topics discussed, since elsewhere in the Bay Area, malls are adding housing, a symptom of the housing crisis sweeping the region. (Dan Coyro -- Santa Cruz Sentinel file)

If you Go

What: Community meeting for input on the future of the Capitola Mall.

When: 6 p.m. Jan. 24.

Where: Capitola Community Center, 4400 Jade St.

Taking the traditional shopping trip to a whole new level, Bay Area residents aren't going to malls just to buy shoes anymore — instead, they're moving in.

In an attempt to draw new crowds, a growing number of malls are building housing amid their movie theaters and Abercrombie & Fitch stores. It's a solution intended

to keep malls relevant as many retailers struggle, and one experts say may play a role in easing the region's housing shortage.

At the Capitola Mall, which was sold in 2016 to real estate investment company Merlone Geier Partners, housing is among the ideas being kicked around, said former Capitola mayor Stephanie Harlan.

"We've talked about it, and they're looking at it," Harlan said.

She's inviting residents to a 6 p.m. Jan. 24 meeting at the Capitola Community Center, 4400 Jade St., to discuss ideas for the future of the mall. The meeting is co-hosted by the City of Capitola and Merlone Geier Partners.

Capitola Mall, like other malls across the country, has faced increasing vacancies, due to the rise in online shopping. Retailers such as Rue 21, The Limited, Wet Seal and Game Stop have closed their Capitola Mall stores and Gymboree has been having a closing sale.

"It's pretty depressing when you see a lot of these dead malls and desperate malls," said Ellen Dunham-Jones, a professor at the Georgia Institute of Technology's School of Architecture. "To me, it's just a fantastic opportunity for us to now address the 21st century challenges that those properties were never designed for."

In the Bay Area, housing is at the forefront of that list of challenges. The option isn't only for dead malls — newer shopping centers that have embraced residential construction include trendy Santana Row in San Jose and Bay Street in Emeryville, both offering modern apartments and condos above bustling retail stores.

More are in the pipeline. Developers who bought Richmond's struggling Hilltop Mall last summer have the city's OK to erect up to about 10,000 residential units there. Owners of the dead Valco Mall in Cupertino are considering using housing to revamp the property. And down south, mall giant Westfield — owner of Valley Fair in Santa Clara — plans to open its first residential building in San Diego in 2019, followed in 2035 by a mixed-use development at a defunct Los Angeles mall.

The heyday of the traditional American mall is long gone, and many of these shopping relics have been left to flounder under the weight of shuttered Sears, JCPenney and Macy's department stores, and oceans of empty parking lots. But these malls often make prime targets for housing developments — they tend to be located in convenient, transit-accessible areas but aren't close enough to residential

neighborhoods to stoke NIMBY complaints, said urban development expert Richard Florida, a professor at the University of Toronto and author of “The New Urban Crisis.”

And they’re increasingly empty. As many as a quarter of U.S. malls likely will close in the next five years, Credit Suisse researchers wrote in a May report. In those dead malls, Florida sees an opportunity to reimagine neighborhoods as denser, more efficient communities.

“If we think a little bit outside the box, they offer a way (to rebuild) our suburbs, instead of these single family houses on cul de sacs,” he said.

A single defunct mall can become host to thousands of new housing units as part of a mixed-used development, giving residents easy access to stores and other amenities as well as a feeling of community. But homes in revamped or brand new malls still are likely to be out of reach for many workers in the Bay Area. Upscale Santana Row, for example, offers little for less than about \$2,500 a month, according to Apartment Finder.

The once-popular Hilltop Mall in Richmond is a prime example of a 1970s-era shopping center that has seen better days. It went into foreclosure around 2013, and then JCPenney — one of the mall’s major anchor stores — shuttered last year. With an occupancy rate of just 75 percent, Hilltop was on the brink of death when it went on the auction block in 2016.

Developers LBG Real Estate Companies and Aviva Investors bought the mall last summer and got busy on a turnaround. They have rezoned the property to allow for up to nearly 10,000 units of housing, which they plan to build in the form of condos and rental apartments on what is now Hilltop’s asphalt ocean of about 6,000 largely unused parking spaces.

The development, which will be renamed Hilltop by the Bay, also will include new retail tenants such as restaurants, a movie theater and a grocery store.

“We’re envisioning really a major, truly mixed-use, walkable community here,” said Doug Beiswenger, managing partner of LBG Real Estate Companies.

In Richmond, where many tenants spend more than the recommended 30 percent of their income on rent and there hasn’t been substantial new housing built in about 15 years, construction of a new residential community is cause to celebrate, said Mayor Tom Butt.

“We need housing, and we need a lot of it,” he said. “We need it as quickly as possible. And anything like this that is planned or in the pipeline is a good sign.”

In Cupertino, developers are attempting to give mostly vacant mall Vallco a similar makeover. In 2016 voters rejected Sand Hill Property Company’s first attempt to build offices and housing on the site, worried the project would flood the city with too many new workers and residents. Now the city, with feedback from the community, is working with the developer on a new proposal, said Cupertino Mayor Darcy Paul. He’s hoping for a combination of retail and residential development, and maybe a tech startup incubator, with a floor plan that resembles that of Apple’s new spaceship campus.

“I’d love to see that kind of openness and space, that kind of true connection to our ecology,” Paul said.

Long before the region was hit with its current housing crisis, Santana Row was an early pioneer of the residential and retail mixed development, opening its row of ritzy shops in 2002, and adding homes in 2005, 2011 and 2014. The development, which replaced an old strip mall, includes 615 rental apartments and 219 privately owned condos. The apartments are 96 percent occupied, said Jan Sweetnam, chief operating officer for the western region of Federal Realty, Santana Row’s developer. And the community — Sweetnam and his colleagues avoid the four-letter-word “mall” — is home to young tech employees, empty-nesters and out-of-town executives who use the space when they travel to Silicon Valley for business, he said.

John French, who has rented an apartment on Santana Row for nearly five years, loves living there. He rents a two-bedroom apartment above trendy Chinese restaurant and bar Sino, paying \$3,272 a month. For nightlife or shopping, French walks downstairs. He always knows when the shops are having sales, and his “resident card” gives him 10-15 percent off in most places. For groceries, he walks to Safeway, pulling a wagon to carry his purchases.

“Sometimes my fiance and I go downstairs, grab a Pinkberry ... grab our laptops and just watch the people,” said the 56-year-old, who manages a Jaguar Land Rover dealership. “It’s pretty cool.”

Santa Cruz Sentinel

Letter: Rail And Trail Is The Best Option For The Future

Posted: 01/05/18, 2:14 PM PST | Updated: 2 days ago

Traffic congestion is a huge problem and our county is very fortunate to have purchased the rail corridor in 2012. The Regional Transportation Commission is carefully considering the highest and best use of the rail corridor as part of the Unified Corridor Study to be completed next year. Given our county's population is projected to increase by 33,000 people (three times the number of people currently living in Capitola) by the year 2035, commuter rail service could reliably move many thousands of folks in an environmentally sustainable manner, at a cost far, far less than any highway widening project ever could. Keep up the good work RTC. Please keep our rail options open for the future and please get the already approved rail trail built without any further delay. Rail and Trail, more options not fewer.

— *Mark Mesiti-Miller, Santa Cruz*

Is It Time To Switch Gears For Santa Cruz County's Rail Corridor?

By: Gail McNulty - Santa Cruz County Greenway

Posted: 01/01/18, 6:50 PM PST | Updated: 29 mins ago

On Dec. 13, Iowa Pacific, the rail operator for Santa Cruz County's rail line, confirmed that they plan to end their contract — more evidence that a train on this old freight corridor doesn't make sense. We need alternatives to gridlock and opportunities to lower carbon footprint, not “excursion-themed services”. Past studies predicted few would ride a train on this corridor. How can we justify investing in rail repairs and the more costly, less effective, rail-with-trail plan when the best use of the corridor has yet to be determined? Meanwhile, our county is one of the most dangerous places to ride a bike in California and Santa Cruz Metro needs 62 new buses.

We want to cover or replace the tracks with the widest trail possible, using existing bridges and avoiding mass tree removal and major retaining wall projects. For safety's sake, we recommend a wide bi-directional path for bikes and a separated path for pedestrians.

Why not try these affordable, simple solutions and assess their impact before investing in unfunded, large-scale public works projects that won't relieve gridlock?

Why Greenway's approach makes sense:

1. Other communities have cut through years of red tape by installing “pop-up” bike lanes and busways and collecting quantitative use data and feedback prior to permanent implementation.
2. Using existing trestles and avoiding extensive tree removal, excavating and retaining walls means Greenway's safe, affordable, environmentally-friendly plan can be fully-funded by Measure D trail funds. Based on engineering estimates, the rail-with-trail concept will likely be at least twice as expensive.

3. Unlike the mixed-use rail-with-trail concept, Greenway's plan safely separates people on bicycles from runners, wheelchair users and people walking with children or pets and avoids on-street detours.
4. There's no funding for a train and given the slim margin of votes for Measure D, there's little chance our county would vote to raise taxes for a train. If reallocated, rail study funds could build a protected bicycle network.
5. According to People for Bikes' "U.S. Bicycling Participation Benchmarking Report", 47 percent of U.S. adults say they would be more likely to ride a bicycle if motor vehicles and bicycles were physically separated. We believe county residents of all ages will flock to a connected, protected bicycle network.
6. As e-bikes become more affordable, a greenway that safely separates bikers and pedestrians with a protected bike network connecting it to major employers and destinations will make bike commuting viable for many.
7. Buses are cheaper, go more places and serve more people than trains.
8. A modern bus system and protected bike network centered around our existing commercial corridors will enable transit-oriented development with affordable housing helping us to meet greenhouse gas reduction goals.
9. Bike, pedestrian and bus improvements were the most popular projects in the survey for Step 1 of the RTC's Unified Corridor Study (UCS).
10. Railbanking lets our generation experience a more effective trail while letting future generations make their own choices.

Highway traffic will get worse when auxiliary lane construction begins in 2021. Installing a low-cost, protected bicycle network and implementing bus improvements will lead many local commuters to choose these faster, healthier options.

We need to be optimistic. Unless we install a connected, protected bicycle network, we'll never know how many might choose bikes over cars when it's safer to do so. Unless we go "all in" to reimagine our bus system, we'll never know how many people might ride faster, greener buses.

Gail McNulty is executive director of Santa Cruz County Greenway, a group of 10 core people advocating for a trail-only, no-rail future for Santa Cruz County's rail line. The group's petition has more than 5,400 signatures.

Santa Cruz METRO's Dramatic Recovery

Viable Public Transit Options for Santa Cruz County Residents

Three years ago, in 2014, Santa Cruz METRO, your county public transit system, was in dire financial straits, with insolvency being a real threat within a couple of years. As a result of the Great Recession, METRO received \$26 million less in sales tax revenue than forecasted from 2008-2014.

This required METRO to spend almost \$22 million in reserves and other non-recurring revenues to maintain its level of bus service. Due to this economic downturn, METRO was unable to maintain and upgrade its bus fleet. Of its fleet of 200 buses, almost 60 need to be replaced.

Despite these enormous challenges, and contrary to inaccurate assertions in a recent Grand Jury report suggesting that METRO was not doing a good job, METRO is back on its feet financially. It has been a difficult three years at METRO with financial belt tightening, a 19% service reduction in September 2016, and the challenges in meeting service needs during the harsh winter of 2016-17.

However, with community support including the voters' passage of Measure D, UCSC and Cabrillo College funding of student bus pass programs, and other factors, we are currently on a path to long-term financial viability.

This summer, METRO adopted a new balanced two-year budget and a five-year plan, which will not draw on its limited remaining reserves. We have recently completed a Comprehensive Operations Analysis that helps us target new service. With the passage of Measure D, we have been able to add new service to our system.

In addition, the agency saved over \$1 million in last year's \$50 million operating budget that we can now re-allocate to help rebuild our financial reserves. We can also begin to improve the aging bus fleet that's threatening to limit METRO's ability to provide the reliable bus service our community needs and wants.

For the immediate future, two new funding sources enabled METRO to prevent further service reductions:

Passage of Measure D: County transportation sales tax measure which is anticipated to provide an additional \$3 million annually; and,

Adoption of State Bill #1: State dollars that are projected to provide an additional \$2 million annually

Together, these new funding sources have allowed METRO to maintain its current level of bus service, helped avoid employee layoffs, and put more money towards buying new, clean energy buses.

METRO is on a road to recovery due to strong support from the community. As we make changes in the future, we will build on the input we have received and zealously follow the directions of the priorities laid out by the voters. In the near-term, METRO looks to provide additional capacity incrementally in the most needed corridors, and expand daily hours of service where possible to increase the rider's ability to access jobs and other trips which don't fit into the usual morning and afternoon commute periods.

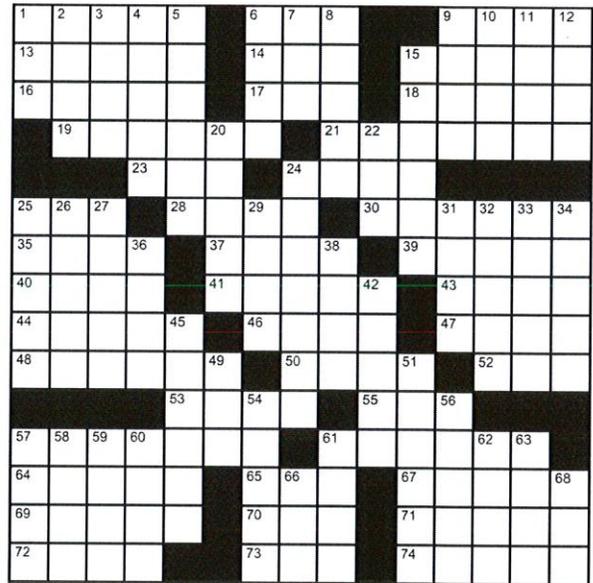
The loss of a community bus service that provides over 5 million trips annually would have a major impact to the economy and the environment. Every weekday, approximately 17,000 trips are made to access jobs, schools, medical, shopping - primarily by people with limited transportation options. Almost 80% of METRO riders do not have access to private transportation and use METRO at least 5 days a week. Over 750,000 of METRO's annual boardings are by senior and disabled riders along with another 85,000 who use METRO's on-demand, accessible-van service ParaCruz.

METRO continues to need and welcome the support and partnership of other agencies in the County, as well as the support of the community. Together we can ensure a future where METRO provides a viable bus service alternative to that of the private automobile for those who need, as well as want public transit. ■

— Jimmy Duba, Chair, Santa Cruz Metropolitan Transit District Board of Directors



World Series



ACROSS

1. Capital near Casablanca
6. African National Congress
9. Sword handle
13. Do like a good citizen
14. Exclamation of suspicion
15. Echo sounder
16. Jewish holiday
17. Kimono sash
18. Blast from the past
19. *Commissioner's
21. *Yankees' home
23. Little Mermaid's domain
24. Command before "in"
25. U.K. broadcaster
28. Puerto
30. *Why 1994 World Series was canceled
35. Displeasure on one's face
37. Barrels or casks
39. Desert wanderer's hope
40. Aries or Taurus, e.g.
41. "A Doll's House" playwright
43. Grannies
44. Conquer, as in Everest
46. Overweight wrestler
47. Man Ray's art movement
48. _____ Truckin'"
50. Laundry room fire hazard
52. One of Florida Keys, e.g.
53. Database command
55. _____cha-cha
57. *Blue Jays' home
61. Young domesticated ungulate
64. Cover story
65. Victoria's Secret purchase
67. Free from
69. Locomotive hair
70. Big galoot
71. _____la
72. The big one and little one, e.g.
73. Explosive
74. Red Sea nation
7. Nail a criminal
8. Trouser fabric
9. Like Roman Empire
10. _____China
11. Animal house
12. *Star _____
15. Site of a 1976 uprising, South Africa
20. Hispaniola republic
22. First responders
24. Give advice
25. *Sox Scandal, 1919
26. Round loaf, in Paris
27. Type of mandarin
29. *Overcame Curse of the Billy Goat
31. *Atlas Shrugged" author
32. Asimov or Mizrahi
33. Sorta
34. Bacon piece
36. "Where the Wild Things Are" rollick
38. Big rig
42. Time being
45. Herzegovina's partner
49. *As if!"
51. *Number of teams in MLB
54. R2-D2, e.g.
56. Flambé
57. Diplomat's forte
58. Mixture or medley
59. Make someone angry
60. #17 Across, pl. 1919
61. Synonym to #9 Across
62. Dutch cheese
63. Thespian's part
66. *What Rickay Henderson did best?
68. *World Series ticketholder

DOWN

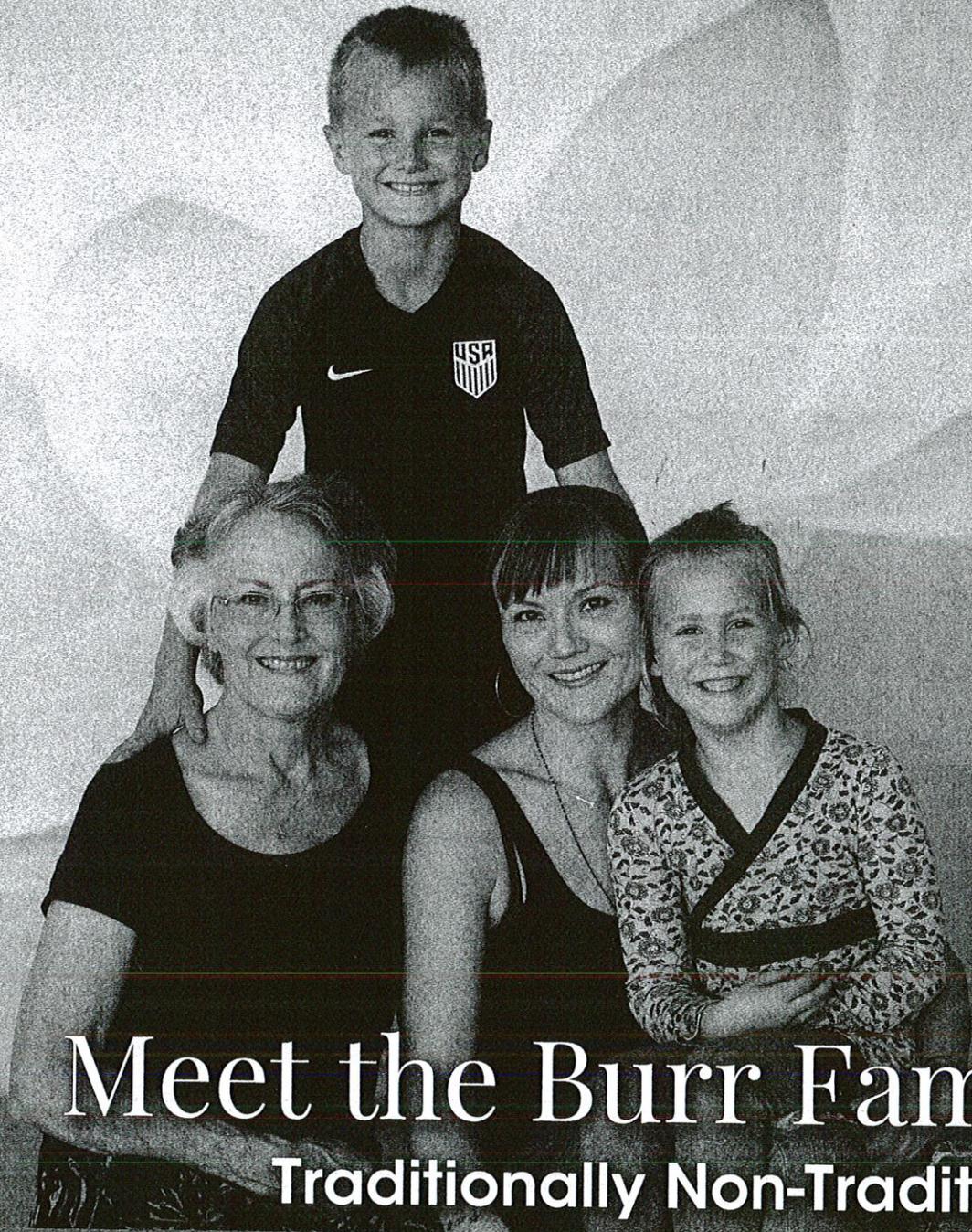
1. Ice Cube's genre
2. Go up against
3. Ethiopian currency
4. Goodbye to amiga
5. Difficult for Beast to control
6. Sailor's call

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 Answers on 31 »

December 2017

Beach Neighbors

Spotlight



Meet the Burr Family

Traditionally Non-Traditional



Best Version Media

Connecting the Neighborhoods of East Cliff,
Pleasure Point, Capitola, Soquel, Seacliff, Aptos, Rio del Mar,
Seascape, La Selva, Larkin Valley and Pajaro Valley

Cover Photo by Neil Simmons

Spotlight on Community

Santa Cruz METRO's Dramatic Recovery Maintains Viable Public Transit Options for Santa Cruz County Residents

Three years ago, in 2014, Santa Cruz METRO, your county public transit system, was in dire financial straits, with insolvency being a real threat within a couple of years. As a result of the Great Recession, METRO received \$26 million less in sales tax revenue than forecasted from 2008–2014. This required METRO to spend almost \$22 million in reserves and other non-recurring revenues to maintain its level of bus service. Due to this economic downturn, METRO was unable to maintain and upgrade its bus fleet. Of its 100 buses, almost 60 need to be replaced now.

Despite these enormous challenges, and contrary to inaccurate assertions in a recent Grand Jury report suggesting that METRO was not doing a good job, METRO is back on its feet financially. It has been a hard three years at METRO with financial belt tightening, a 19% service reduction in September 2016, and difficulties meeting service needs during the 2016–17 harsh winter.

However, with community support including voters' passage of Measure D, UCSC, and Cabrillo College students' funding of a student bus pass program, we are on a path to long-term financial viability, as long as outside factors remain fairly constant.

This summer METRO adopted a new balanced two-year budget and five-year plan, which will not draw on limited remaining

reserves. We have recently completed a Comprehensive Operations Analysis which helps us target new service and with the passage of Measure D, we have added new service to our system. In addition, METRO saved over \$1 million in last year's \$50 million operating budget, which we can now re-allocate to rebuild financial reserves to appropriate levels, as well as begin to improve the bus fleet, which is threatening to become the limiting factor in METRO's ability to provide service the community needs and wants.

For the immediate future, two primary new funding sources have saved METRO and the community from further service reductions:

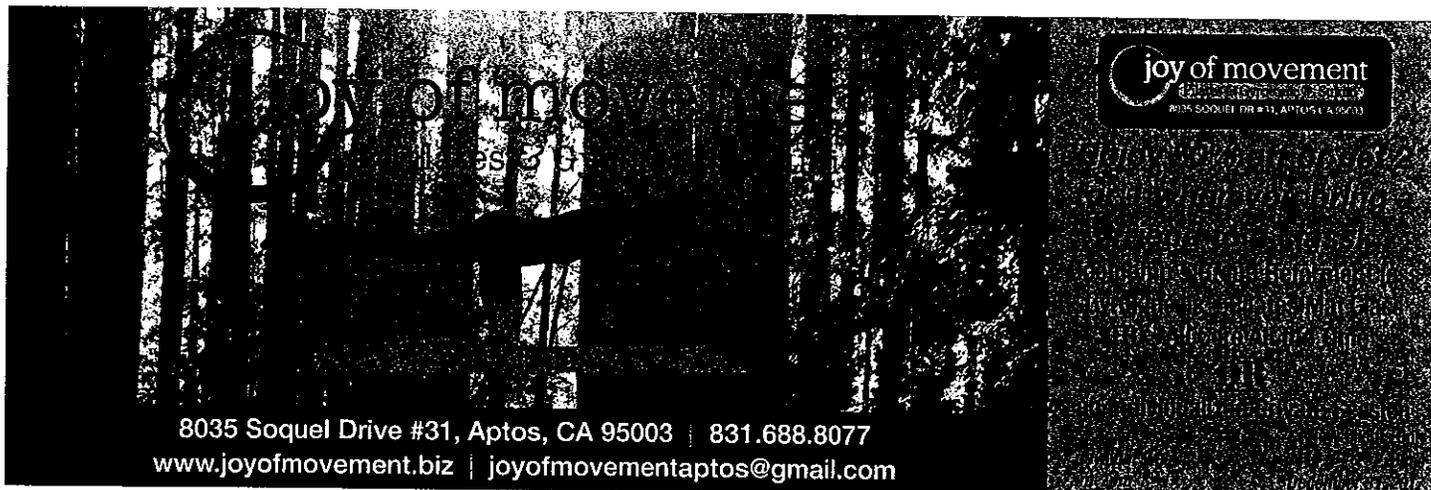
- **Passage of Measure D:** County transportation sales tax measure which is anticipated to provide an additional \$3 million annually; and,
- **Adoption of State Bill #1:** State dollars projected to provide an additional \$2 million annually. Together these new funding sources have allowed METRO to maintain its current bus service level, helped avoid employee layoffs, and put more money towards buying new clean energy buses.

METRO is on a road to recovery due to strong support from the community. As we make changes in the future, we will build on the input we have received and

zealously follow the directions of the priorities laid out by the voters. In the near-term, METRO looks to provide additional capacity incrementally in the most needed corridors and expand daily service hours where possible to increase our riders' ability to access jobs and other trips which don't fit into traditional morning and afternoon commute periods.

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METRO continues to need and welcome the support and partnership of other agencies in the County, as well as community support. Together we can ensure a future where METRO provides a viable bus service alternative option to that of the private automobile for those who need the bus service, as well as want it.



8035 Soquel Drive #31, Aptos, CA 95003 | 831.688.8077
www.joyofmovement.biz | joyofmovementapto@gmail.com

joy of movement
8035 SOQUEL DRIVE #31, APTOS, CA 95003

THE LATEST SB1 NEWS ROUNDUP

SB 1 will provide more than \$700 million annually to California's public transit systems, improving mobility in communities across the state. As our transit systems begin to implement projects and programs with these new revenues, it is important that Californians are aware of the benefits this funding provides. This vital funding is helping to #KeepCAMoving.

Santa Cruz Metro Bus Fires, Engine Failures Signal an Aging Fleet - SB1 Funds to Help

Two passenger buses billowed smoke in two weeks — a signal that Santa Cruz Metropolitan Transit District's fleet is in dire need of an update, said Alex Clifford, CEO/general manager. "This is an important opportunity to help the County of Santa Cruz to understand how old our fleet of 98 is and the challenges of having an immediate need to replace 62 buses," Clifford said. "Our buses are just old and tired and we desperately need to replace those buses. We're looking at every nook and cranny, we're applying for every grant that we can." [FULL STORY](#)

Los Angeles Mayor Eric Garcetti Aims to Complete 28 Regional Transit Projects Prior to the City Hosting the 2028 Summer Olympics.

... Much has been set in motion over the past several weeks about potential repeals of SB1 and vehicle registration fee increases passed by the legislature and governor this past year. It doesn't take a political scientist to understand that many GOP consultants will rightfully use the SB1 issue next year in campaign ads and mailers against their Democratic rivals. I plan to be one of them. And it will be effective. However, polling casts a dire warning for Republicans who try to use the issue incorrectly. Most notably, polling shows voters feel very differently about actually repealing the tax if they're told it also means their crumbling roads and bridges won't be fixed. [FULL STORY](#)

Bakersfield Could Get \$300 Million for Roads from SB1

... The Thomas Roads Improvement Program began in 2005 with \$630 million secured by then-Congressman Bill Thomas, R-Bakersfield. For years, the city has used that sum -- together with local and state contributions -- to fund several large projects, including the widening of the Rosedale Highway, Highway 178 and Highway 58. Moving forward, the state will award money from SB 1 using a system that prioritizes cities and counties with "show-el-ready" projects. [FULL STORY](#)



@CalTransit

@TransitCA



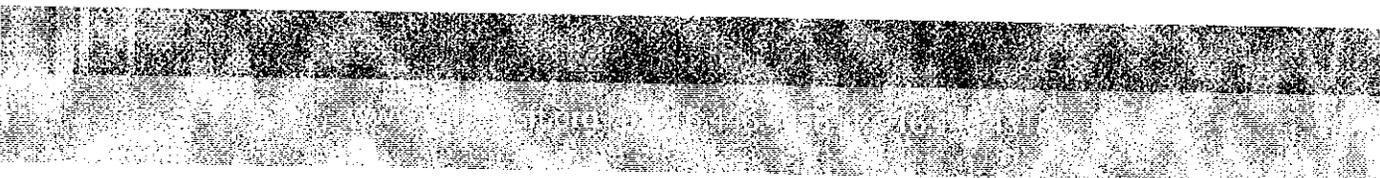
CA Alliance for Jobs @CAAllianceJobs · 3h
Better roads, safer bridges, increased access to transit, and job creation shouldn't be a partisan issue. #SB1 funds will help in #RebuildingCA and keeping our economy growing.



Gas tax fuels 2018 political fight - Capitol Weekly
The legislation, backed by Democrats and opposed by most Republicans, will raise about \$5.2 billion annually for road and bridge repairs, and mass transit.
capitolweekly.net



Transit @TransitCA · Dec 8
Safer streets, roads & bridges are coming your way. Check out our new PR&M for ARB investment projects in your area #KeepCAMoving

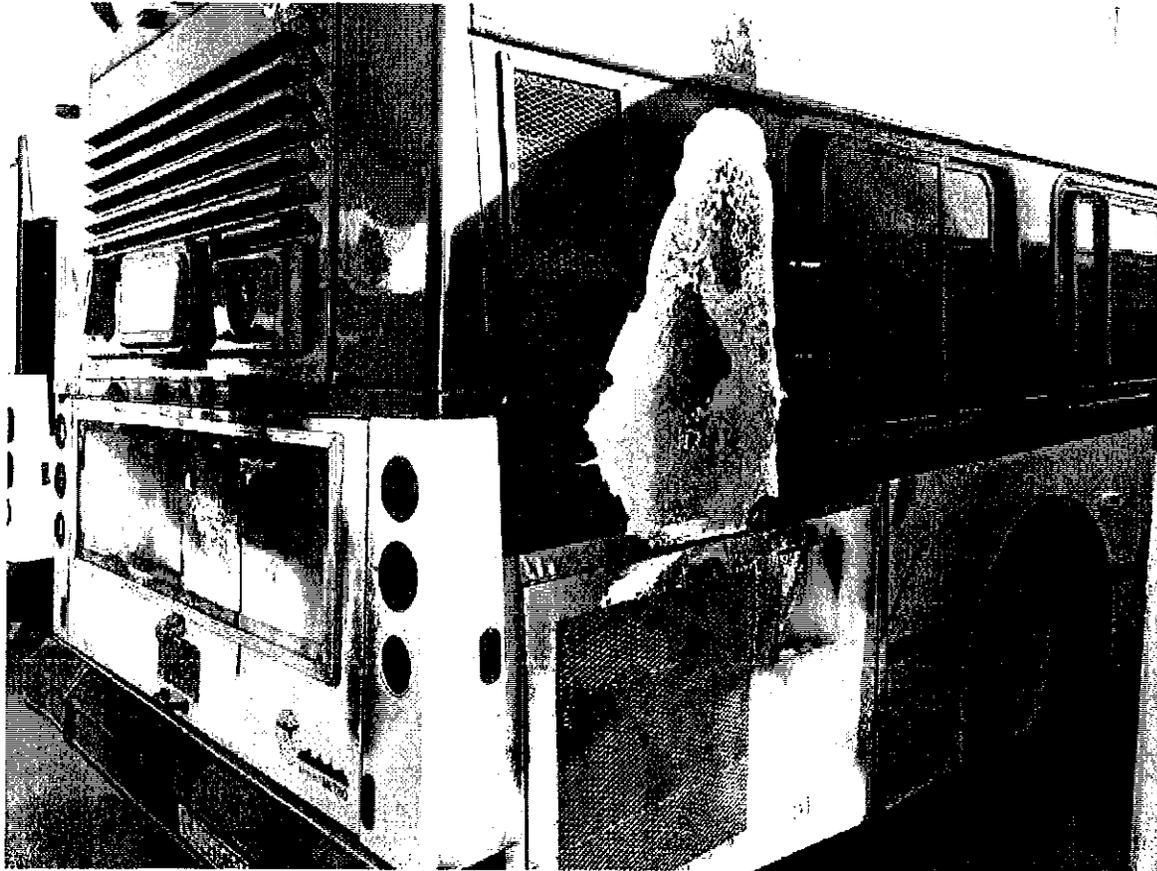


Santa Cruz Sentinel

Santa Cruz Metro Bus Fires, Engine Failures Signal An Aging Fleet – SB1 Funds to Help

By Jessica A. York, Santa Cruz Sentinel

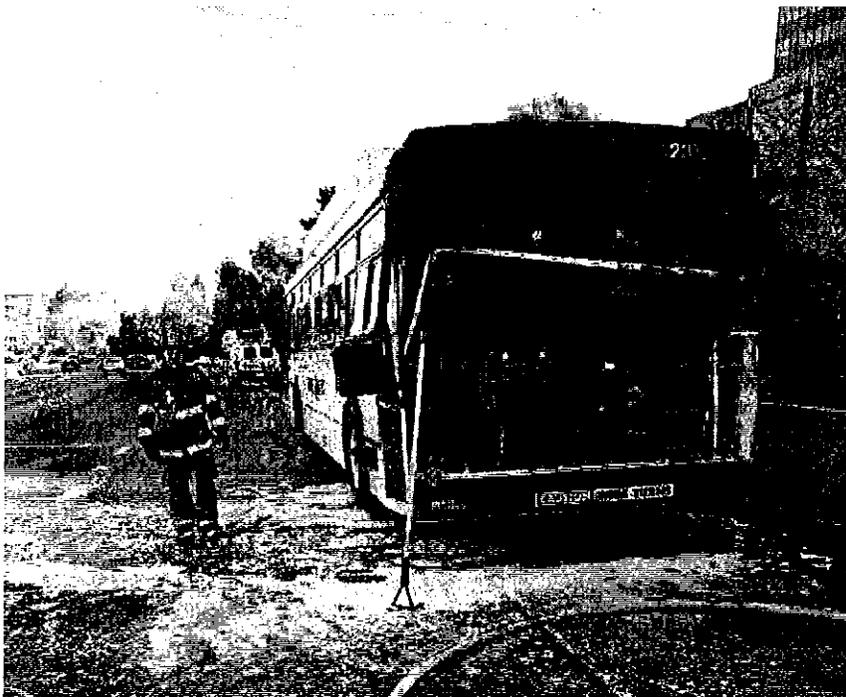
Posted: 12/07/17, 7:25 PM PST|Updated: 1 week, 4 days ago



A 1998 Santa Cruz Metro bus full of UCSC students caught fire Nov. 30 due to an engine electrical failure. (Santa Cruz Metro -- Contributed)



A Santa Cruz Metro bus engine caught fire on the 7600 block of Soquel Drive on May 11, 2016. (CHP -- Contributed)



A Santa Cruz commuter bus caught fire on Oct. 10, 2016 on Highway 17 in Campbell. (Santa Clara County Fire Department -- Contributed)



Two Metro Santa Cruz buses suffered significant engine difficulties last month, highlighting the need to replace 62 of the aging vehicles. (Dan Coyro -- Santa Cruz Sentinel)

SANTA CRUZ >> Two passenger buses billowed smoke in two weeks — a signal that Santa Cruz Metropolitan Transit District’s fleet is in dire need of an update, said Alex Clifford, CEO/general manager.

After the second engine-related failure, an electrical fire which caused no injuries but permanently disabled a 19-year-old bus full of UC Santa Cruz students on Nov. 30, Clifford has ordered a review of the agency’s 28 buses of the same age, he said this week.

The recommended shelf life of a bus is 12 to 14 years, Clifford said.

“This is an important opportunity to help the County of Santa Cruz to understand how old our fleet of 98 is and the challenges of having an immediate need to replace 62 buses,” Clifford said. “Our buses are just old and tired and we desperately need to replace those buses. We’re looking at every nook and cranny, we’re applying for every grant that we can.”

Clifford said he is also concerned that recently increased state gas tax transit revenue, under fire from a Republican legislator and candidate for governor, could be endangered.

Were the district, providing about 5.5 million passenger trips a year, to update about two-thirds of its aging fleet with compressed natural gas buses, the bill would total \$43 million. Going one step further and purchasing zero-emission electric buses would cost the district about \$60 million. The agency’s operating budget is \$48 million, not nearly enough to cover the cost, Clifford said.

“Our challenges are greater than those resources. We’re looking everywhere we can and probably the greatest place I would focus is on the state and federal government,” Clifford said. “We just have to find a way to get more money, more grants, from those folks in order to try to catch up and resolve this problem.”

Clifford said voters’ support, in the form of past local tax measures, last year’s Measure D transportation tax, supplemented by Senate Bill 1, which increases gas taxes and vehicle fees to fix California’s roads, have been invaluable. However, he said, that funding — about \$2 million more a year from the state and \$1 million from Measure D — will trickle in to Santa Cruz Metro over several years and will not supply enough support to solve bus replacement needs in a timely manner. Instead, those funds can serve as a local match for federal grants, Clifford said.

TAKING IT TO POLLS

Senate Bill 1, however, is being challenged by state Assemblyman Travis Allen, of Huntington Beach. Allen is collecting signatures to place a repeal of the bill before voters in November.

Felton resident Neil Splain, who has written to the Sentinel in the past opposing SB 1, said he worries that increasing gas prices translates into a “politicians’ slush fund” in Sacramento. Splain, speaking with the Sentinel by phone Thursday, asked why legislators cannot make do on past transportation-related revenue options and said he would feel differently if the money were a one-time ask, rather than ongoing.

“When you increase the amount of tax you put on gasoline, the everyday Joe is not the only one that’s going to feel it at the gas pump,” Splain said. “You’re also going to have increases in anything that crosses the highway. The people who produce the foods and the green grocers, they’re not going to eat that increase. They’re going to pass it on to the consumer.”

DISPLACED PASSENGERS

In the recent Santa Cruz Metro bus fire, which took place on a Thursday night on McLaughlin Drive, an electrical short sparked flames that damaged the engine compartment and side of bus. With the cost of repairs estimated at more than \$100,000, the bus has been retired, Clifford said. On Nov. 21, five passengers on Pine Flat Road in Bonny Doon were riding a Metro bus when a blown turbo charger spewed oil onto the hot engine, causing the bus to smoke extensively, he said. CalFire was able to respond within one minute of the report and damage was contained to the engine compartment.

In response, a district bus review will include looking for wires at risk of rubbing against metal and wearing through the insulation in diesel vehicles’ electrical systems and replacing all turbo chargers on vehicles with more than 200,000 miles on them, Clifford said.

Other recent major bus-related incidents include a 14-year-old Highway 17 commuter bus catching fire due to a short in a starter power cable on Oct. 10, 2016 near Campbell and a bus fire on Soquel Drive in Aptos due to a hydraulic hose rupture on May 11, 2016. Both buses were retired and no injuries were reported as a result of the fires, Clifford said.

Santa Cruz Sentinel

Friday, December 15, 2017

\$1.50 FACEBOOK.COM/SCSENTINEL TWITTER.COM/SCSENTINEL

santacruz

HOMELESSNESS

BENCHLANDS CAMP TO BE RELOCATED NEXT MONTH



PHOTOS BY DAN COYRO — SANTA CRUZ SENTINEL

Santa Cruz will move the homeless camp presently at the San Lorenzo Park benchlands to this gravel lot at 1220 River St. in January.

Gravel lot on River Street to be site of new homeless camp

By Jessica A. York
jyork@santacruzsentinel.com
@ReporterJess on Twitter

SANTA CRUZ » The city of Santa Cruz has announced that it plans to move the contentious San Lorenzo Park benchlands homeless camp to another location near Harvey West Park, starting in January.

City Manager Martin Bernal announced his strategy Thursday afternoon in an email addressed to the community, citing a goal of making the campground a "short-term, temporary situation" that will be "as positive an experience as it can be for our community at large."

The existing benchlands camp, organized in early November to host 58 camp sites, each 15-by-15 feet on about an acre of land adjacent to the County Governmental Building, may be cleared out as early as mid-

January, Bernal said. In its place, a quarter-of-an-acre vacant city-owned gravel lot, at 1220 River St., will host a 3- to 4-month campground.

"(It) is imperative that there be a transitional plan in order to direct those individuals to an alternate place," Bernal said of the decision to delay the benchlands' camp closure by one month. "Pushing individuals out with no place to go will not serve them or the community."

The plan was revealed just two days after Santa Cruz County officials confirmed that no new indoor shelter site would be found by the Dec. 15 goal.

The benchlands encampment began drawing significant community ire in late October, shortly after a hepatitis A outbreak was identified among the area's homeless. The city installed amenities such as porta-



People line up at the Loudon Nelson Community Center for access to the overnight Winter Shelter on Thursday.

ble bathrooms, hand-washing stations, bike racks and large trash bins and has enforced multiple day-long site cleanups that have uncovered scores of discarded hypodermic needles. One Pennsylvania man, 32-year-old Jesse Lycett, was found dead on Nov. 20 inside his tent, surrounded by drug paraphernalia. The Coastal

Watershed Council has led a charge against the encampment, citing environmental impacts to the nearby San Lorenzo River.

The question of what to do with the city's homeless has been a decades-long debate, often characterized by political decisions to push homeless people from one site,

CAMP » PAGE 5

Camp

FROM PAGE 1

only to have them pop up in new locations. Other efforts, such as those focused on the "housing first" model or prioritizing homeless veterans, have won limited victories amid a larger argument between leaders on responsibility and appropriate courses of action.

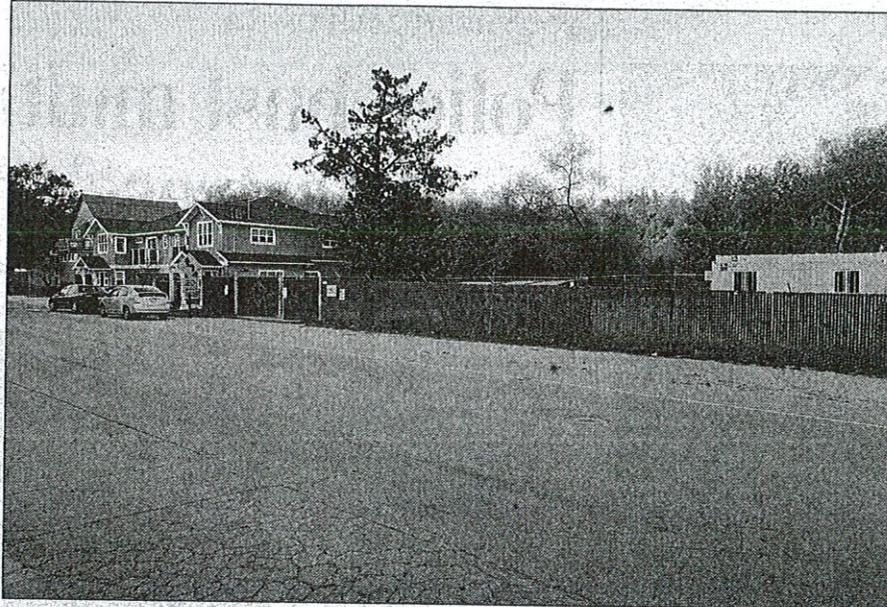
Possible problems

The new outdoor camp site is expected to include rules, security, social services, storage and transportation, city officials said. Bernal said the city's long-term plan is for the camp to serve as a stepping stone while a temporary indoor shelter site is found, and finally a new permanent shelter is created.

But the proposed River Street camp site may have issues related to flooding.

Last year, the gravel lot served as an intake site for a winter shelter program, which was relocated this year because the lot was "wholly unsuitable," said Assistant City Manager Tina Shull at the Nov. 14 Santa Cruz City Council meeting.

"They had a lot of issues with client access there, being that there were not sidewalks leading to the site, it was a gravel lot and it also flooded when the river came up and everything was done



PHOTOS BY DAN COYRO — SANTA CRUZ SENTINEL

The city of Santa Cruz will move the San Lorenzo Park homeless camp to this gravel lot at 1220 River St. in January.

in temporary buildings," Shull said.

The site is adjacent to a recently-built townhouse development at Vernon Street, across from the Santa Cruz Metropolitan District administrative offices and its maintenance yard. Those staying at the River Street camp will be shuttled in from several pickup points around the city to lessen the impact on the neighborhood of a walk-on site, city Principal Management Analyst Susie O'Hara said Thursday. City workers also are looking to ensure the site is not endangered by winter rain

flooding or standing water, she said. O'Hara added that the city hopes to have the same or similar capacity for homeless campers at River Street.

City Councilman Chris Krohn said Thursday that he was "a little frustrated" at the turn of events, adding that a new tent area is "not ideal," but is part of the larger puzzle while the city looks for a permanent new shelter opportunity.

"When the benchlands happened, it was trying to get the city to wake up to the real need and I think we're woke, but maybe not all the way," Krohn said. "I

think it's remote. But it is closer to the Homeless Services Center. I don't know if it's where homeless people want to be, but I think we're looking at our best alternatives that we have available. It's going to be difficult in the rain, everybody knows that. Finding a temporary space indoors is also in the mix, as well, as finding a permanent place."

Change of plans

Until recently, the city's plan was to use the gravel lot for a managed storage program that was supposed to begin Dec. 1. The free storage program was one of 20

recommendations made by the Santa Cruz City Council Homeless Coordinating Committee and endorsed by the entire council as an idea that could be launched in the short term. Though shipping containers planned to host the storage program will remain at the River Street camp, space allowing, only those inhabiting the site are expected to have access to them, O'Hara said.

Brent Adams of the volunteer-based Warming Center Program was on tap to manage the program he dubbed the Day & Night Storage Program. Adams, reached after the city's announcement, said that he had taken several steps in preparation for launching the homeless storage program and already had helped the city organize short storage operations during two city-sponsored benchland camp cleanups.

"In the meeting in which we were expecting to sign a contract, we were told that the city was changing direction. For a small mostly volunteer nonprofit receiving no city funding, this has been a surprising blow," Adams said. "These startup costs will be absorbed by our nonprofit."

Adams said he hopes the storage program concept can be revived, potentially as a mobile effort that meets homeless people where they are congregating.

Santa Cruz Sentinel

Rail Operator Iowa Pacific Plans To Pull Out Of Santa Cruz County



The Capitola trestle offers the most scenic section of the Santa Cruz Branch Rail Line as it crosses Soquel Creek. Chicago-based company Iowa Pacific has announced that it is pulling out early from its contract with the Santa Cruz County Regional Transportation Commission to operate trains along the rail line. (Dan Coyro -- Santa Cruz Sentinel file)

By Mairav Zonszein, newsroom@santacruzsentinel.com

Posted: 12/13/17

SANTA CRUZ >> Iowa Pacific Holdings, the Chicago-based railroad operator contracted to use the Santa Cruz Branch Rail Line, confirmed Wednesday that it will be pulling out of its contract with the Santa Cruz County Regional Transportation Commission, corroborating months of rumors that the company was backing out.

“We have notified the commission we will cooperate if they wish to find a new operator. We have suggested it is in our mutual best interest to find a new

operator,” Kevin Busath, Iowa Pacific’s vice president of strategic planning, told the Sentinel.

Busath said the pullout is due, in part, to disappointing performance and the fact that a track washout in Watsonville from last winter’s storms hasn’t been repaired.

“Even though we see long-term potential in Santa Cruz, it requires long-term investment of a magnitude which is not justified, given we are a contract operator not an owner. We have five years left on contract; no way we can get that back within that time,” Busath said.

Meanwhile, Iowa Pacific is still more than \$60,000 in debt to the local commission, due to unpaid royalties from last year’s Polar Express holiday train and fees for the storage of rail cars in Watsonville.

“I don’t know that they will pay it back,” Santa Cruz County Regional Transportation Commission Deputy Director Luis Mendez told the Sentinel. “We are one of a line of entities trying to get payment from Iowa Pacific.”

Mendez said various operators have been reaching out to the commission stating interest.

“We are hoping to get proposals in time. It will go to commission on January 18 with a public report,” Mendez said.

In October, Busath said he expected the debt to be paid back within 30 days, but that did not happen. Asked for an updated timeline on the payback, Busath said, “I can’t be specific. It’s not my part of the company. I’ve given up guessing on when it will be completed. Could be next few weeks but I’ve been wrong.” However, he insisted, “We will settle our debt. We always settle our debt.”

The 32-mile Santa Cruz Branch Rail Line is a “continuous transportation corridor offering tremendous potential for new mobility options for residents and visitors alike,” according to the commission’s website. The rail line is designated as active and spans the county from Davenport to Watsonville, running parallel to the Highway 1 corridor and the coast.

In October 2012, the commission took ownership of the line using voter-approved rail system expansion funding (California Proposition 116), bringing the rail line into public ownership to increase transportation options.

Meanwhile, trail-only advocacy groups such as Santa Cruz County Greenway and Trail Now have a vested interest in the RTC failing to find a new contract agreement for a railway in the corridor.

Brian Peoples, head of Trail Now, wrote via email to the Sentinel that Iowa Pacific pulling out is “further evidence that a train is not viable along the Coastal Corridor... We can not afford to let the Coastal Corridor continue to sit unused as a ‘vacant lot’ while our community is stuck in a transportation crisis. We need the rail-trail now for alternatives to gridlock.”

Greenway’s vision is a 32-mile bicycle and pedestrian path, that will, as its website states, “save mature trees and existing foliage and include innovative native landscaping along a state-of-the-art active transportation route” devoid of rail tracks. More than 5,400 people have signed their petition for a trail-only scenario. Ryan Whitelaw of Greenway claims that despite the transportation commission’s Executive Director George Dondero’s dismissal of railbanking — using an out-of-service rail corridor as a trail until rail service is needed — as a “theoretical” concept, the commission has provided documents that “conclude railbanking as a viable option.”

In response, Mendez said, “From info we have been getting from various entities, railbanking was designed to try and establish trails. But not necessarily to re-establish rail service anywhere. There have been legal cases that challenge the railbanking with some success. It seems like it’s not as certain anymore that railbanking can actually protect the integrity and continuity of a rail line right away that has been railbanked.”

Coast Lines

SANTA CRUZ

Metro chief Alex Clifford commended

The California Transit Association Small Operators on Nov. 9 recognized Santa Cruz Metropolitan Transit District CEO Alex Clifford as its 2017 Transit Professional of the Year at its 52nd Annual Fall Conference in Riverside.

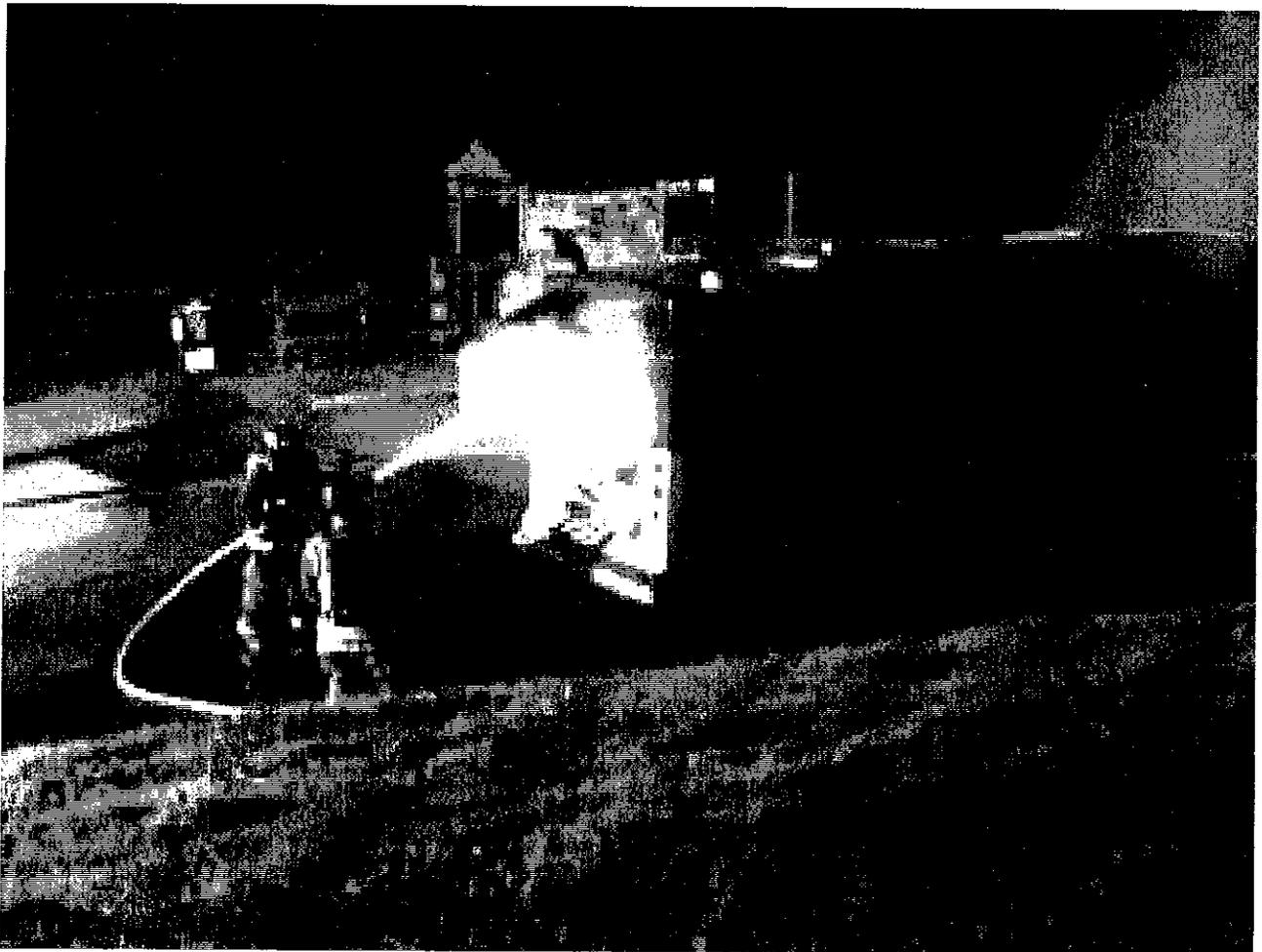
The Transit Professional of the Year Award honors an outstanding individual that has provided strong leadership and vision. Clifford received accolades for his leadership in helping the agency resolve a \$6 million fiscal structural deficit.

Two SCMTD Bus Fires in Nine Days, No Injuries

By Tim Ttsung - December 7, 2017

The rear engine of a Santa Cruz Metropolitan Transit District (SCMTD) bus caught fire last week near Colleges Nine and Ten on campus because of an electrical short, causing dozens to be evacuated on Nov. 30. Though the bus was at full capacity at 7 p.m., the time of the incident, no serious injuries were reported. The bus will be retired because the cost of repairs is estimated to be more than \$100,000.

This is not the first fire this year for SCMTD. Another bus caught fire due to internal oil leakage on Pine Flat Road in Bonny Doon on Nov. 21. All passengers were evacuated from this bus without injury as well. Unlike the bus from last Thursday's fire, this bus will return to operation after repairs.



A Metro bus caught fire, forcing evacuation on Nov. 30.
Photo courtesy of Logan Martinez.

Both buses that caught fire were the same model from 1998, about five years past the recommended retirement age. The bus that caught fire on Nov. 21 had 792,000 miles, while the bus that caught fire on Nov. 30 had 730,000 miles. These buses are typically expected to last 12-14 years and 500,000 miles, said CEO and general manager of SCMTD Alex Clifford.

SCMTD plans to inspect the electrical systems and replace all turbochargers with over 200,000 miles on all 28 buses from 1998, Clifford said in an email.

Bus fires in Santa Cruz have not typically resulted in injury for riders, said Jim Frawley, Santa Cruz fire chief.

“In my 29 years in the fire service and going to hundreds of bus fires, I have yet to see anybody be injured other than the driver, who was trying to put out a fire,” Frawley said.

SCMTD has 62 buses that need to be replaced out of its fleet of 98 buses. Though the department has allocated \$3 million annually toward repairing and replacing buses with funding from local city tax measures, it is still not enough to meet the company’s needs, Clifford said. Depending on the type of new bus that SCMTD purchases, the total cost could run anywhere from \$43-60 million.

The department purchased six new buses with state funding and grants over the last two years, but does not have enough money to replace all the outdated vehicles.

According to Clifford, SCMTD is limited in part by decreasing state and federal funding over recent years. He is hopeful that a new state law, Senate Bill (SB) 1, which will take full effect by July 2020, will provide funds to replace buses.

“SB 1 will provide more than \$700 million annually for public transportation projects across the state,” Clifford said in an email. “The metro anticipates receiving about \$2 million per year more as a result.”

Santa Cruz Sentinel

Friday, December 8, 2017

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santacruz

TRANSPORTATION

Santa Cruz metro transit deals with aging fleet woes

Local, state dollars could serve as federal bus grant leverage

By Jessica A. York

jjork@santacruzsentinel.com
@ReporterJess on Twitter

SANTA CRUZ » Two passenger buses billowed smoke in two weeks — a signal that Santa Cruz Metropolitan Transit District's fleet is in dire need of an update, said Alex Clifford, CEO/general manager.

After the second engine-related failure, an electrical fire which caused no injuries but permanently disabled a 19-year-old bus full of UC Santa Cruz students on Nov. 30, Clifford has ordered a review of the agency's 28 buses of the same age, he said this week.

The recommended shelf life of a bus is 12 to 14 years, Clifford said.

"This is an important opportunity to help the County of Santa Cruz to understand how old our fleet of 98 is and the challenges of having an immediate need to replace 62 buses," Clifford said. "Our buses are just old and tired and we des-



DAN COYRO — SANTA CRUZ SENTINEL

Two Metro Santa Cruz buses suffered significant engine difficulties last month, highlighting the need to replace 62 of the aging vehicles.

perately need to replace those buses. We're looking at every nook and cranny, we're applying for every grant that we can."

Clifford said he is also concerned that recently increased state gas tax transit revenue, under fire from a Republican legislator and candidate for governor, could be endangered.

Were the district, providing about 5.5 million passenger trips a year, to update about two-thirds of its aging fleet with compressed natural gas buses,

the bill would total \$43 million. Going one step further and purchasing zero-emission electric buses would cost the district about \$60 million. The agency's operating budget is \$48 million, not nearly enough to cover the cost, Clifford said.

"Our challenges are greater than those resources. We're looking everywhere we can and probably the greatest place I would focus is on the state and federal government," Clifford said. "We just have to find

a way to get more money, more grants, from those folks in order to try to catch up and resolve this problem."

Clifford said voters' support, in the form of past local tax measures, last year's Measure D transportation tax, supplemented by Senate Bill 1, which increases gas taxes and vehicle fees to fix California's roads, have been invaluable. However, he said, that funding — about \$2 million more a year from the state and \$1 million from Measure D — will trickle in to Santa Cruz Metro over several years and will not supply enough support to solve bus replacement needs in a timely manner. Instead, those funds can serve as a local match for federal grants, Clifford said.

Taking it to polls

Senate Bill 1, however, is being challenged by state Assemblyman Travis Allen, of Huntington Beach. Allen is collecting signatures to place a repeal of the bill before voters in November.

Felton resident Neil Splain, who has written to the Sentinel in the past opposing SB 1, said he worries that increasing

TRANSIT » PAGE 3

Transit

FROM PAGE 2

gas prices translates into a "politicians' slush fund" in Sacramento. Splain, speaking with the Sentinel by phone Thursday, asked why legislators cannot make do on past transportation-related revenue options and said he would feel differently if the money were a one-time ask, rather than ongoing.

"When you increase the amount of tax you put on gasoline, the everyday Joe is not the only one that's going to feel it at the gas pump," Splain said. "You're also going to have increases in anything that crosses the highway. The people who produce the foods and the green grocers, they're not going to eat that increase. They're going to pass it on to the consumer."

Displaced passengers

In the recent Santa Cruz Metro bus fire, which took place on a Thursday night on McLaughlin Drive, an electrical short sparked flames that damaged the engine compartment and side of bus. With the cost of repairs estimated at more than \$100,000, the bus has been retired, Clifford said. On Nov. 21, five passengers on Pine Flat Road in Bonny Doon were riding a Metro bus when a blown turbo char-

ger spewed oil onto the hot engine, causing the bus to smoke extensively, he said. CalFire was able to respond within one minute of the report and damage was contained to the engine compartment.

In response, a district bus review will include looking for wires at risk of rubbing against metal and wearing through the insulation in diesel vehicles' electrical systems and replacing all turbo chargers on vehicles with more than 200,000 miles on them, Clifford said.

Other recent major bus-related incidents include a 14-year-old Highway 17 commuter bus catching fire due to a short in a starter power cable on Oct. 10, 2016 near Campbell and a bus fire on Soquel Drive in Aptos due to a hydraulic hose rupture on May 11, 2016. Both buses were retired and no injuries were reported as a result of the fires, Clifford said.

Serving Our Community For 25 Years • Scotts Valley, Ben Lomond, Boulder Creek & Felton

Scott's Valley Times

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Library Open House

By Bruce McPherson, County Superintendent 5th District



I want to invite you to an Open House regarding plans for the new Felton Library. We are now at the point of designing the interior of the building and will share the conceptual floor plans, lighting options and ideas for furniture and other materials.

The floor plans include a large community room, a children's room, a teen/multi-purpose room, a study room, staff quarters and main library room with the book stacks. I'm happy with conceptual plans and think they reflect the community's ideas of what they want to see in the library. It's also very exciting to be getting close to anticipated groundbreaking next June.

The Open House will be from 5 to 7 p.m. on Monday, December 4th at the Felton Community Hall meeting room at 6191 Hwy 9, Felton. Please drop by. We'll have tables of information, drawings, and samples of materials that are under consideration.

Strategic Plan Underway

Santa Cruz County is developing its strategic plan, Vision Santa Cruz County, which is the first of its kind for the County. It's a valuable way for residents to help determine an overall plan for the community. The first community planning meeting was held recently in Ben Lomond.

We had lively discussions of our community's strengths and opportunities. Additional meetings are happening throughout the County. The strategic plan is a high-level vision for our community, which includes our collective values, mission and goals. The goal is to provide guidance to County staff and leadership when it comes to allocating County resources and energy.

A survey is underway that asks for your feedback on your community vision and values as well as the strengths and weaknesses of County government. It will be available through December at <https://www.surveymonkey.com/r/P8RRNFB>.

Thumbs Up to Cabrillo Students

As a member of the Santa Cruz Metropolitan Transit District (Metro) Board of Directors, I want to wholeheartedly thank Cabrillo College students for voting a few weeks ago to impose a fee on themselves for bus service throughout Santa Cruz County to the campus. It makes for a better public transportation system for everyone.

This isn't the first time Cabrillo College students have "stepped up to the plate."

In the spring of 2016, Cabrillo students voted with 53 percent in favor of assessing fees for sustainable bus service in the 2016-2017 and 2017-2018 fiscal years. Just a few weeks ago, twice as many students voted — again — by a 78 percent margin to continue that assessment beyond 2018-19. The assessment is \$40 for both

fall and spring semesters, as well as \$20 for the summer semester, and allows them to travel anywhere in the county (not including the Highway 17 route) seven days a week.

It took a team effort to run a successful campaign, including bus drivers and unions, Citizens for Sustainable Transportation, Metro board members, administrators and, of course, the students. It couldn't have come at a more opportune time.

During the Great Recession, revenue from the 1978 ½-cent sales tax measure passed by voters to establish Metro had fallen an

alarming \$26 million from reasonable projections.

A slight reduction in service was imposed, and an increase in fares and all other options were considered. But again, last November county voters recognized the value of having a public transportation system in passing Measure D, a 30-year ½-cent sales tax to support all forms of transportation, including 16 percent of the revenue going to Metro.

And, as far as support for Metro goes, don't forget the students at UCSC who make up more than half of Metro's "boardings" every year. The system would suffer tremendously without their ridership.

Our need for Metro cannot be overstated. Every year, Metro provides more than 5 million trips for our friends and neighbors, including 750,000 trips for seniors and riders with disabilities. More than 75 percent of Metro's customers don't have access to private transportation and, use Metro services five times a week.

For those who complain about mid-day low ridership buses ... comparatively, the same is true even for Highway 1 during non-commute hours. To put it another way, our already-overburdened transportation system would be further stymied without Metro.

Metro is a vital part of our transportation, economic and educational networks in Santa Cruz County. The vote from Cabrillo College students to assess themselves in another election puts an explanation point on that statement, and we thank them for their support. ■

5th
District
Update



LOCAL NEWS

A2

Monday, December 4, 2017 » MORE AT FACEBOOK.COM/SCSENTINEL AND TWITTER.COM/SCSENTINEL

santacruzsentinel.com

DOWNTOWN

Council weighs building purchase

\$5M sale would forward longtime transit-affordable housing project

By Jessica A. York
byork@santacruzsentinel.com
@ReporterJess on Twitter

SANTA CRUZ » Long-developing plans to modernize Santa Cruz's downtown transit hub, mixed with affordable housing and other features, may move one step closer to reality on Tuesday.

The Santa Cruz City Council is set to consider purchasing a 25,000-square-foot property at 333 Front St., current home to Non-profits Insurance Alliance of California, for \$5.1 million. The nonprofit plans to build a new eco-friendly headquarters as part of Redtree Partners LP's Delaware Project on the Westside.

As part of the proposal before council, the insurance group would be able to lease back, at nearly \$29,000 a month, its Front Street space from the city for up to three years, while its new site is being built.

The real estate move springs out of a major development plan between the city and Santa Cruz Metropolitan District, in talks since

BUILDING » PAGE 3

Santa Cruz is considering the purchase of the NIAC Building next to the Metro Center.

DAN COYRO —
SANTA CRUZ
SENTINEL



Building

FROM PAGE 2

2001, to revamp downtown transportation while integrating provisions such as on-site parking, office space and ground-floor commercial space. Funding for the city's purchase would come out of \$6 million affordable housing bonds issued by the former Redevelopment Agency in 2012 for its affordable housing component to the project.

"The proposed site with its close proximity to public transportation and other services and amenities is ideally suited for the development of affordable housing," a report to the council reads.

The move comes in the wake of last week's downtown zoning plan update, updating the city's long-term vision for its commercial core to allow for some increased building heights

on specified properties, establish new design guidelines and improve pedestrian access to the San Lorenzo River.

In its most recent iteration, the joint city-Metro "Pacific Station" project included one design option calling for four to five floors, with 100 housing units above parking, ground-floor transit center, retail shops and restaurants. After a series of public workshops, community events and online forums, however, the design idea finalized in the face of mounting project costs reaching as high as \$100 million, said Metro CEO Alex Clifford.

"That's when we made a left turn, working with the city, we both kind of made a left turn," Clifford said Friday.

The Metro Board of Directors commissioned the launch of two studies, cofunded by the city of Santa Cruz, related to the transit district's future, includ-

IF YOU GO

What: Santa Cruz City Council meeting.

When: 12:30 p.m., Tuesday.

Where: Santa Cruz City Hall, 809 Center St.

At issue: Proposed \$5 million purchase of NIAC building.

Information: cityofsanta-cruz.com.

ing an analysis of downtown operations at the district's 77,000-square-foot 920 Front St. bus terminal and to prepare layout concepts for reconfiguration of Pacific Station, Metro Planning and Development Manager Barrow Emerson said.

"The first thing we all said was, what if we combine the current Metro property with the adjacent city parking lot, along with the NIAC building property, which the city was actively pursuing and if we kept that new bigger footprint, could

we possibly design a concept that had Metro operating on it and all the development sites, but not stacking them. More of a Metro-facing front and the new building facing Pacific," said Emerson.

Later in Tuesday's meeting, the council will consider approving a five-year, nearly \$600,000 contract with Axon, formerly Taser International, to outfit the Santa Cruz Police Department with body-worn cameras.

Students back Cabrillo bus pass program

Santa Cruz Metro buses will roll for Cabrillo College students in 2018 and beyond.

With 1,800 Cabrillo students casting votes, the student bus pass measure passed with a 78 percent approval.

Students pay \$40 per semester, and \$20 in the summer, for unlimited use of the Metro buses seven days a week in Santa Cruz County, including transfers to select Monterey-Salinas Transit routes.

The Cabrillo student bus pass program has been in effect for two school years, serving both the Aptos and Watsonville campuses. Without the revenue from student bus passes, the service would have been eliminated in 2016.

During its initial 2016-17 school year Cabrillo students used the Metro system 270,000 times, with ridership for the first two months of the 2017-18 school year up almost 15 percent over last year.

SANTA CRUZ

Santa Cruz Sentinel

Santa Cruz County: Housing Costs Are Top Concern



Mary Lou Goeke, retiring chief of United Way of Santa Cruz County, center, is congratulated by Ceil Cirillo, left, and Carol Adams, after receiving the lifetime achievement award at the 23rd Community Assessment Project press conference Wednesday at Watsonville's Civic Plaza. Goeke started the project in 1994 to measure and improve quality of life locally. (Jondi Gumz -- Santa Cruz Sentinel)

By Jondi Gumz, Santa Cruz Sentinel

Posted: 11/21/17, 10:56 AM PST

WATSONVILLE >> The cost of housing is the top concern of Santa Cruz County residents, with traffic close behind, according to the 23rd Community Assessment Project unveiled Monday for an audience of 200 at Watsonville's Civic Plaza.

About 250 residents were asked what takes away from their quality of life; 27 percent said the cost of housing, up from 13 percent in 2013.

Traffic was cited by 24 percent, up from 20 percent four years ago.

Mary Lou Goeke, the soon-to-retire executive director of United Way of Santa Cruz County, started the annual assessment in 1994, bringing nonprofits and government agencies together to monitor quality of life and identify where to invest scarce resources.

Fifteen people were honored as “community heroes” including Goeke, who received the lifetime achievement award.

The 179-page report, produced by Applied Survey Research covers economic factors, education, social issues, public safety, health and environment and sets goals for the future.

“The rent is too darn high,” said Ed Durkee of Goodwill Central Coast, after highlighting impressive job growth in construction and manufacturing. “People have to make choices between housing and other basic needs. All we can do is to take care of each other.”

Two and three families are living together, said Laura Segura of the nonprofit Monarch Services, noting the count of 2,249 homeless people in January 2017.

“We can do better,” she said.

UC Santa Cruz faculty member Steve McKay, named a community hero, oversaw a project with Miriam Greenberg, recruiting more than 200 students to interview 1,700 renters. Their findings, presented in October, found people living three to a room is becoming more common.

McKay is talking with Watsonville Mayor Oscar Rios about a presentation of the findings in Spanish in February.

Among the positive trends: Fewer ninth graders reporting gang involvement.

Watsonville Police Capt. Jorge Zamora said the answers he gotten as to why range from young people are not admitting gang involvement to parents and social workers making a difference.

Yet the incarceration rate of young men of color is worsening, Zamora said, citing factors such as “poverty, drugs, exposure to violence and lack of confidence. It’s all connected.”

Watsonville City Charles Montoya said he was in a gang in elementary school and benefitted from being part of the Boys and Girls Club.

“I’d rather put a dollar in the front end of the system than the back end,” he said.

By some measures, Latinos are gaining.

At Cabrillo College, which enrolled 12,300 students last fall, 43 percent of students are Latino, and 44 percent are white. Enrollment is down from 15,300 six years ago as older students have returned to work in an improving economy.

At UC Santa Cruz, Latino student enrollment has grown to 18 percent, the highest in six years. White students make up 39 percent and Asian students 32 percent.

Still, there are opportunity gaps, as Faris Sabbah, Santa Cruz County deputy superintendent of schools, put it.

The annual cost of full-time child care at a center in Santa Cruz County is \$17,770 a year, more than a year's tuition at UCSC and out of reach for a working family of modest income.

Another troubling statistic: 14 percent of kindergartners miss 10 percent of the school year.

Moreover, of students in kindergarten through fifth grade, 68 percent of those chronically absent are Latino.

A gap is evident in completion of coursework for eligibility to attend Cal State and University of California campuses: 64 percent at Scotts Valley High School, which is majority white, and 58 percent in the Pajaro Valley district, which is majority Latino.

Kirsten Liske of Ecology Action cited environmental successes: 6,000 solar installations countywide, organic acreage has tripled since 2010 and water use below 2013 levels.

However, Metro bus ridership is down and an increase in beach advisories signals pollution coming from upstream.

This year's report is the first to be entirely online.

"We didn't print any hard copies," said Susan Brutschy of Applied Survey Research. "It's a big change for us."

She said there are plans to re-analyze the survey data to compare the responses of renters and homeowners.

Other Transit Related Articles

Tampa Bay Times

Learn How Bus Rapid Transit (And Rail) Could Work In Tampa Bay

By: Caitlin Johnson

Tuesday, January 23, 2018



Bus rapid transit was demonstrated in Tampa years ago. Now officials are drawing up a plan to build such a system in the region. [Times file (2007)]

ST. PETERSBURG — The newest hope for transportation in the Tampa Bay area is a bus rapid transit system projected to cover the 41-miles separating St. Petersburg from Wesley Chapel and attract 4,500 new riders at a fraction of the cost of light rail.

Also known as BRT, it was identified as the bay area's best bet to bring mass transit to the region by a 2½-year study conducted by Jacobs Engineering at the

behest of state and local officials. The plan was unveiled Friday to political and business leaders and the public.

But that would be just the start of a transportation makeover for the region, supporters said.

"This is not the ultimate endgame for transit in the Tampa Bay region," Florida Department of Transportation local secretary David Gwynn said. "It's nothing even close to that ... What this will hopefully be is a first step."

Jacobs also outlined what kind of system the bay area should build after BRT: a passenger rail system connecting downtown Tampa to the University of South Florida using 9 miles of existing CSX tracks.

BRT is a transit system where buses use dedicated lanes to bypass traffic, but passengers still board at train-like stations. These would be expensive, high-ends buses, said Jacobs executive Scott Pringle.

"We're not talking about your everyday bus," he said. "We're looking at something that looks like a train, behaves like a train."

But it would cost far less than a train. That's why many local leaders have given up on their dream of building a light rail system to focus on BRT. They're also hoping to attract federal dollars to help pay for it.

Referendums to bring rail to Tampa Bay failed in Hillsborough County in 2010 and in Pinellas County in 2014. In 2016, the Hillsborough County Commission decided to not even give the voters a choice and killed it before it could go to the ballot.

A key money-saver for this version of BRT is that it would utilize the interstate shoulders to create bus lanes. By using existing right-of-ways, Jacobs engineers project the cost would drop to about \$455 million.

That's about \$2 billion cheaper than if the buses ran in the median of the interstate, and about \$4 billion cheaper than the projected cost of light rail.

"When we incorporate that shoulder running concept, you can see we're dramatically reducing our overhead costs ... easily dropping over a billion dollars of infrastructure," Pringle said.

The longest trip projected along the route would be about 90 minutes to travel the full 41 miles from the Wesley Chapel station to the downtown St. Petersburg station.

The new system could attract 4,500 new riders — that is, people who aren't using the counties' existing bus systems. They would have their choice of using 21 stations along the 41-mile route.

The buses would run along the interstate shoulder in Pinellas, then cross the Howard Frankland Bridge using the state's proposed toll lanes on a future eight-lane rebuild of one of the spans.

Once in Hillsborough, they'd travel in the expansive median of I-275 between the Westshore area and downtown Tampa. That corridor was set aside during the recent interstate expansion for a transit system.

There could also be elevated stations near Westshore Boulevard and at Howard and Armenia Avenues inside that corridor.

The BRT buses could exit the interstate in downtown Tampa to connect with the streetcar system.

For those headed north, the bus would then get back on I-275 and use the interstate shoulder to reach USF. To continue the journey to Pasco County, it could join regular traffic or use the shoulder of I-75.

The consultant said a BRT line could become a reality as soon as five years from now. However, the new, eight-lane Howard Frankland — which will add managed toll lanes the new buses could use — won't be completed until 2024 at the earliest, according to DOT.

Friday's rollout was the start, not the end of the plan. Now Jacobs will take its show on the road, give its presentation to the public and gather feedback on the concept. That input will be used to shape the final plan.

Then if government leaders are willing to move forward, each county will have to decide how to pay their share. Pinellas, Hillsborough and Pasco would have to split the annual \$8.6 million in capital and operating costs.

Initial reaction was positive but cautious.

"This is relatively low cost. This doesn't mean we have to do a sales (tax)," Hillsborough County Commissioner Pat Kemp said. "We do need to put our general dollars in this. We don't need to be afraid of a sales tax. But a sales tax can be over and above."

Forward Pinellas executive director Whit Blanton, who leads that county's transportation planning agency, said this project has a better shot of earning federal funding.

"When we talk about going for federal money it is not only a very competitive but risky process...", he said. "We've got a project that really does lower the risks."

Tampa City Council member Harry Cohen said this project, more than previously proposed options, seems doable from a financial perspective.

"It is not so expensive that it really is out of the realm of us figuring out how to pay for it," Cohen said.

Those who have opposed past transit proposals watched the presentation warily.

Hillsborough Tea Party co-founder Sharon Calvert urged leaders not to apply for federal funding.

"Once federally money is taken, you're really tied to what you have," she said. She added: "We need flexibility to move forward with it.... Flexible enough to eliminate it, reduce it and change it."

Barbara Haselden, who organized No Tax For Tracks and helped defeat the Greenlight Pinellas transportation sales tax in 2014, said she hoped this meant rail was officially off the table in Tampa Bay.

But other members of the public encouraged leaders to press on.

"Don't be swayed," Safety Harbor resident Dave Kovar said. "Listen to the good."

Pringle reiterated that BRT project is only the first step. Jacobs is studying other transit options that could also be built in the bay area.

"It's not a one-and-done proposition," he said.

Berkeleyside

Berkeley Mayor On Wiener-Skinner Housing Bill: ‘A Declaration Of War Against Our Neighborhoods’

By Janis Mara Jan. 22, 2018



Checking out a rainbow at Totland near North Berkeley BART. The SB 827 bill calls for denser, taller housing developments near transit hubs. Photo: Koseli Cummings

New proposed legislation, introduced by Sen. Scott Wiener and co-authored by Sen. Nancy Skinner, that would require California cities to allow denser, taller housing developments near transit hubs and bus lines, has ignited controversy in Berkeley and nationally.

With some limitations, SB 827 would eliminate restrictions on the number of houses that can be built within a half-mile of BART and within a quarter-mile of major bus routes, including Muni and AC Transit. It would also block cities from mandating parking requirements.

Skinner said the bill would help supply much-needed housing in Berkeley and the state.

“In the Bay Area alone, we’ve added thousands more jobs than we have housing units,” she said. “More housing is essential to reduce the pressure that lack of supply is causing in all our communities. And there’s no more logical place for housing than near transit.”

But the bill has drawn strong opposition from many who believe it would deprive cities of their rights to control their own zoning and could also lead to unwanted density. In fact Berkeley Mayor Jesse Arreguín characterizes the bill as “a declaration of war against our neighborhoods.”

Housing crisis: Everyone agrees something must be done

Not everyone agrees on how to solve the housing crisis, but everyone agrees that something needs to be done.

California’s population grew from 35 million at the start of 2002 to 40 million as of Jan. 1, 2017, an increase of about 5 million, or nearly 14%, according to the state Department of Finance. During that same period, only about 2 million housing units were added by the state, a 13% increase, to 14 million.

This means the state was about 100,000 housing units short of what it needed just to keep up with population growth, potentially leaving more than 300,000 Californians without the housing they required.

It’s bad enough on the state level, but in the Bay Area, things are even worse, according to the San Francisco Planning Urban Research Association. As of early 2016, the Bay Area economy had added 480,000 private-sector jobs over the previous five years, but only 50,000 housing units.

In the San Francisco metro area, which includes Berkeley, the median rent now requires almost half of the median income – 42% – according to real estate site Zillow. From 1985 to 2000, the median rent required 31% of the median income.

Mortgage payments require a larger share of income than they did before 2000; the share is 41% today, compared to 38% historically. This means homeowners spend an additional \$2,189 per year on home payments.



A rendering for a proposed multi-residential building at 3031 Adeline St. in Berkeley, which is close to Ashby BART. Image: Dinar & Associates

Lack of housing stalls greenhouse gas reduction goals

There's an environmental piece to the puzzle as well. State officials have said California will not be able to meet its goals to reduce greenhouse gas emissions by 40% below 1990 levels unless a huge number of new homes is built in job centers and near transit.

“We cannot meet climate targets if we do not permit homebuilding near transit,” said Brian Hanlon, leader of pro-development group California YIMBY and an Oakland resident.

Matt Lewis, a Berkeley resident and climate and energy policy consultant, said, “If you put a bus or train within a five- or 10-minute walk of someone's house they will use it, and that is how you reduce pollution.”

Pollution from cars is the biggest cause of global warming pollution in the state, responsible for 25% of such pollution.

“Scott Wiener has taken what all the planning literature says is important — this is how you reduce pollution — and put it in this bill,” Lewis said.

In the Bay Area, SB 827 would affect neighborhoods close to BART, Caltrain and Muni stations. It would override certain local zoning rules in those areas to permit homes to be built nearby, but the local permitting and approval processes would not be affected.

A natural continuation of climate change laws

To Lewis, the bill is a natural continuation of California's existing climate change laws.

In 2006, then-governor Arnold Schwarzenegger signed AB 32, the groundbreaking Global Warming Solutions Act, which kick-started the process for state agencies to figure out how to reduce pollution across the California economy.

A host of subsequent legislation followed. One of the most recent bills was SB 375, which passed in the fall, directing metropolitan planning organizations to plan for building housing near transit areas.

"Pollution from cars is getting worse," Lewis said.

Because cities across the state fell behind in building enough housing, people must drive further and further from their homes to get to work in San Francisco and Los Angeles' job centers, he said.

SB 375 addressed this problem, and SB 827 codifies some of its recommendations, he said.

"No guarantee the cities will get benefits"

Berkeley Mayor Jesse Arreguín said he is on board with SB 375, but not SB 827.

"It allows 85-foot buildings throughout Berkeley and the state of California with no protection against demolition of rent-controlled housing, with no guarantee the cities will get benefits out of the out-of-scale buildings built," the mayor said.

In fact, the provisions of the bill governing 85-foot buildings only apply to buildings on streets at least 45 feet wide and one block from transit hubs such as BART.



Nancy Skinner: “I think it’s always good for officials to read a bill before they use incendiary language to describe it.”

“Not that many areas of Berkeley have 45-foot streets,” said Thomas Lord, a housing policy advocate who is a member of Berkeley’s Housing Advisory Commission. Lord emphasized that he was not speaking for the commission or the city.

“Mostly this would just apply to Sacramento Street and San Pablo Avenue,” said Lord, who himself has a number of criticisms of the bill. “Surprisingly enough, Ashby (Avenue) is too narrow. Fifty-five feet would be the limit on a lot of streets, parts of Russell Street, for example.”

With regard to the mayor’s remark about demolition, “I think it’s always good for officials to read a bill before they use incendiary language to describe it,” Skinner said. “First off, the bill does not touch any local government’s demolition controls. For example, in Berkeley, the Neighborhood Preservation Ordinance has very strong anti-demolition policies. The type of scenario the mayor describes would require demolition around our transit areas. That’s not going to happen.”

Meanwhile Wiener wrote in a Jan 14 article: “If a city has rent control, it will continue to have rent control. If a city has an inclusionary housing ordinance (i.e., requiring a portion of new units to be affordable to low-income people), it will continue to have that ordinance,”

In response to Skinner’s comments, “She’s technically right, those laws aren’t changing,” Lord said. However, he said, “if this bill raises the financial incentives, yes, local control over demolition hasn’t changed, but the incentives and probability of demolition have changed.”

For example, Lord said, “in South Berkeley, we have old housing stock with lower-income families. At present it’s not economically advantageous for an owner to evict those tenants, tear down the house and build something else.” This is

because the demolition ordinance calls for compensation for the tenants and zoning limitations that limit how many units could be built.

“In this way, we encourage the owners of this naturally occurring affordable housing stock to keep the place up and provide some stability for the community,” Lord said.

Lord said the bill would greatly raise the potential profit for paying the fees, then tearing down the buildings and replacing them with more units, with a potential for income that would more than offset the financial penalties.

This would lead to displacement of some of Berkeley’s most economically vulnerable residents, Lord said.

Alex Casey, a policy adviser for Zillow, disagreed.

“Much of price growth is driven by scarcity,” he said. “What the data show, when you look at the community as a whole, if you are not adding new units, then you are going to see existing units become more and more pricey and unable to sustain the current community members.

“Displacement is often more a product of rising prices and stale buildings than it is a block-by-block transformation,” Casey said.



Jesse Arreguín: “Even if we streamlined completely, it still takes time to build new housing.”

In response to Casey’s comments, Arreguín said, “The reality is we’re not going to build enough housing now. There’s not enough land in the city of Berkeley and the amount of time it takes to build is significant. Even if you wipe out regulations, you still have to get financing. Even if we streamlined completely, it still takes time to build new housing.”

While Skinner said she believed there was not enough land in Berkeley to build the amount of housing we need if we retain single-family. “If we don’t densify, we are not going to be able to address the need for the number of units,” she said.

Berkeley Councilwoman Lori Droste noted that the introduction of the bill is making waves, not just in California, where it’s received coverage in the Los Angeles Times, but nationally; online magazine Slate ran a story about the bill, as did the Boston Globe, running an opinion piece titled, “Go on, California — blow up your lousy zoning laws.”

“It’s (SB 827) going to undergo several iterations before it lands in committee in March and it will be a much different bill. I think it needs to change in some ways. You want to get as many people on board as possible,” she said.

Wiener has said that he is looking at ways to include anti-displacement provisions directly in SB 827, in particular around demolition controls and affordability requirements.

Lord agrees that there’s a way to go on the bill. ,”The bill needs a considerable amount of amendments so it lives up to Wiener’s promise that it won’t lead to displacement,” he said. “What Berkeley needs to do is weigh in on this bill as it makes its way through the legislature and figure out what protections Berkeley needs so the bill won’t cause displacement.”

Arreguín was steadfast in his opposition to the bill.

Asked if he would feel more positively about it if his concerns were addressed, he said, “No.” The mayor pointed out that thousands of units are currently under construction or in the permitting process, with 910 units built since 2014 across 11 projects that are now occupied, and many more on the way.

“I’d like to see how SB 375 is implemented,” Arreguin said. “There are things underway on the state and local level to increase production but make sure we balance more housing with preventing displacement.”

Skinner said, “Certainly the legislature did take some positive action to help get more affordable housing and more housing overall by approving Sen. Jim Beall’s bill (SB 3, which would place a \$4 billion statewide housing bond on a future ballot) and some other bills including my bill (SB 167) that strengthens the Housing Accountability Act.

“All of these were very good, but they’re not enough to get us out of this crisis,” Skinner said. “Anyone can see the equivalent of Hoovervilles up and down San Francisco and Berkeley. People are homeless because of a lack of affordability.”

A call for Berkeley to live by its state beliefs

Greg Magofna of East Bay for Everyone, a pro-housing organization, echoed Skinner’s sentiments.

“Yes, there are projects underway, but it’s not enough,” Magofna said. “People are living on the streets today.”

The housing advocate, who grew up in Alameda in subsidized housing and lives in Berkeley, called on the city to “live by our stated beliefs.”

He said, “Sens. Wiener and Skinner are taking action to make real inclusive communities.”

According to Magofna, “The Bay Area, and specifically Berkeley, talk about how we are a sanctuary city and welcoming to everyone. But by saying, ‘Let’s not build new housing,’ we’re saying, ‘Come to our city and we will be a sanctuary for you if you are rich. Alternatively, you can live on the street.’”

YIMBY is short for “yes in my backyard,” as opposed to the infamous NIMBY attitude, “not in my backyard.” A series of groups calling themselves YIMBYs have formed in the country and across the world, lobbying for development as a cure for housing shortages and unaffordable rents. Magofna’s group is a chapter of the organization.

Magofna described a recent proposed project by All Souls Episcopal Parish, 34 units of affordable senior housing at the corner of Cedar and Oxford streets with underground parking that would also house the All Souls office and meeting room.

“The neighbors showed up at a Zoning Adjustment Board meeting this fall and protested because they were afraid the building would affect the availability of parking on the street,” Magofna said. “These are Berkeley values today. I am disgusted that a city championing human rights and fighting climate change would (seek to) block a project because there’s not enough parking. People in Berkeley only care when it’s hard for them to find a parking spot, and it’s OK because they have an electric vehicle.”

How Will Glendale Spend \$162 Million After Killing Light Rail?

By: Perry Vandell, The Republic | azcentral.com

Published: Jan. 19, 2018

Glendale estimates it has \$162.4 million to spend over the next 25 years after the city council voted in late 2017 to kill plans for a light rail.

But how the city should spend the money earmarked for transportation expansion is up for debate. Suggestions range from more bus routes to better roads.

Councilman Bart Turner, the staunchest supporter of light rail, pushed to increase public transit with more buses. Councilman Jamie Aldama advocated for south Glendale projects, where his district lies. And Councilman Ray Malnar suggested the city lower taxes and give a portion of the money back to taxpayers.

Councilwoman Joyce Clark demanded community input on the decision-making — and more specifics.

"I want to know over the next five years, how do you plan on spending that money?" Clark said.

The money comes from a sales-tax specifically ear-marked for transportation that voters approved in 2001. The money was in part expected to pay to connect downtown Glendale to Phoenix with the light rail. After years of planning, the Glendale City Council voted in December to step away from those plans.

Starting the conversation

Jack Lorbeer, the city's transportation planning administrator, offered spending possibilities to council this month, qualifying it as a discussion-starter and not a final proposal.

The broad ideas, pulled together by city staff with input from transit experts, suggest:

- **\$56.1 million** to additional transit. This could add new bus routes and increase bus frequency.
- **\$44.1 million** to streets and highway. This could add new lanes, medians and other improvements — particularly for congested Bell Road intersections.
- **\$40.5 million** to support existing efforts such as repaving streets and replacing old city vehicles.
- **10.7 million** for bicycle and pedestrian projects. Could add bike pathways.
- **\$10.5 million** for management of transportation systems. This could add or replace traffic signals and cameras.

Push for public transit

Turner said he wants to get public transit to what it was before the Great Recession, when Glendale and other municipalities cut bus routes and frequency amid cash-squeezed budgets.

"I would like to see us look at how quickly we can restore service to the 2012 level and then how quickly we can add additional bus-route service," Turner said.

"Because those people who depend on bus service, it is crucial to them in their lives and their abilities to get to work."

Clark pushed for covered bus shelters and making commuter rail a higher priority.

Unlike light rail, commuter rail runs on rail-road tracks and doesn't make the frequent stops that light rail does. That makes commuter rail desirable for suburban areas looking to move riders across greater distances.

West Valley leaders, including those from Peoria and Surprise, have championed commuter rail along the U.S. 60/Grand Avenue corridor over the years, although no plans have been unveiled and talk of it has become sparse.

"If we're really serious about reducing pollution and congestion, I don't know why we haven't partnered with these other cities to pursue — and to encourage ADOT to consider — really move the ball on commuter light rail. It may be one of the best options out there," Clark said.

Improved roads and transit or tax cut?

Malnar, who was a vocal supporter of axing the city's light-rail plans, suggested reducing the voter-approved half-cent transportation sales tax.

"When government finds extra money, they always find a way to spend it," he said.

Malnar said he supports better streets and bus service, but he'd prefer to cut taxes as he frequently gets complaints from residents. He suggested a tax cut wouldn't need to go before voters as the council could assume most residents want lowered taxes.

Aldama was quick to criticize the idea that council should reduce a tax that voters OK'd to improve transportation.

"(Voters) self-imposed the tax for improvements to their city," Aldama said.

Clark chimed in that if the discussion moved to tax cuts, she'd suggest reducing the city sales-tax on food.

"It is one of the major complaints that has existed in this community for many, many years," she said.

Mayor Jerry Weiers, after laying out his conservative credentials, cautioned against cutting the city's transportation revenue while the future remains nebulous.

"I'd love to see a tax decrease," Weiers said. "I wish we didn't have to charge any tax at all, but I think we need to be very, very cautious before we start making these knee-jerk reactions."

Where Glendale goes from here

As for public input, the city is expected to take the full proposal to the the Citizens Transportation Oversight Commission, an 11-member board made up of Glendale residents.

It should return to council in April for further review.

The council will approve the city's budget for next year in late spring.



AVTA Goes Live With Google Transit Trip Planning

Source: Antelope Valley Transit Authority Jan 19, 2018

The Antelope Valley Transit Authority recently completed the integration of their routes into “Google Transit”, a branch of Google Maps that provides real-time route and trip planning for public transit. In the same way that one uses Google Maps to get directions and live navigation by car or foot, individuals can now select the transit option and be connected to all information for AVTA routes, stops, schedules, and fares. Additionally, the service provides real-time bus tracking updates.

“The addition of Google Transit will ensure that trip planning is never an obstacle for our riders, enabling them to have the most advanced technology for utilizing public transportation at their fingertips. This is a huge accomplishment that speaks to our dedication to continuously improving the rider experience,” said AVTA Board Chairman Marvin Crist.

The new service, which is free of charge to both the transit agency and users, can be accessed from any smartphone or tablet as well as a desktop or laptop computer. Riders can use the service ahead of time for advanced trip planning, or while in route for on-demand navigation.

Another feature of Google Transit is the ability to receive navigation information in a multitude of languages. “Google Transit will help remove roadblocks for our riders who are challenged by language barriers, making it easier for them to instantly receive live transit planning information in the language they are most comfortable using,” said AVTA CEO Len Engel.

AVTA began the extensive process of Google Map integration back in early March, utilizing their current mapping software to aid in transferring their information. The process required a full review and certification by Google, which was completed in August. AVTA Transit Analyst Geraldina Romo, who was part of the integration project team, stated “The project has been very tedious, requiring us to review and compile large amounts of very detailed information, but we are so proud of the accomplishment and excited about all the benefits this will have for our riders. It will also help reduce administrative costs and dependency on the AVTA Customer service staff.”

Riders are encouraged to become familiar with the service by trying it out on their next trip.

DALLAS NEWS

Powered by *The Dallas Morning News*

Electric Buses Are Coming To DART's Downtown D-Link By The End Of March

Written by: Dana Branham, Breaking news reporter 1/19/18



Staff

A fleet of seven electric buses will arrive in downtown Dallas by the end of March.

The quiet, battery-powered buses will be painted pink for DART's free downtown D-Link service and roll out on March 25.

A prototype of the bus arrived last week in Dallas for testing.

“We're testing it, suggesting changes, and the contractor's with us as we're doing all that. Ultimately we'll agree to it, change the color and put it in service,” DART spokesman Mark Ball said.

DART was able to purchase the buses through a \$7.6 million grant in 2015 from the Federal Transit Administration.

DART gets \$7.6 million from feds to buy 7 all-electric buses for downtown-Oak Cliff D-Link

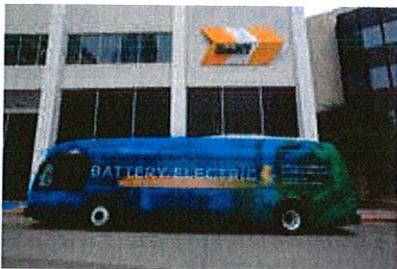
Initially, the buses were expected in 2016. Ball said he wasn't sure what caused the delay.

"Typically, it's politics, but exactly what happened, I couldn't tell you," he said. "It's just one of those things where we're just happy it all came about."

Each bus will cost about \$971,000, and chargers for the buses will total about \$810,000. To charge, the buses will pull into the station at the Dallas Convention Center, where batteries on the tops and bottoms of the buses will be recharged, Ball said.

Charging will take about 10 minutes, and a charge will last for 30 miles.

D-Link riders will notice a few differences in the buses the Proterra company is specially making for the city.



A prototype of the electric buses coming to Dallas for DART's D-Link (Mark Ball/DART)

They'll be much quieter, Proterra founder Dale Hill said. From the outside, the buses' noise will be about 68 decibels — about the same sound level as people talking in a meeting room.

Passengers also will notice the buses emit no odor because they don't have engines.

DART is getting Proterra's first 35-foot buses — smaller than DART's typical 40-foot buses to help them navigate downtown city streets more easily. They'll seat 27 and have standing room for 30 more people, Hill said.

If the electric buses are a success, Ball said, DART will consider expanding electric transportation options.

“It just so happened that we did have the D-Link available to us, which seemed to fit the requirements to this type of bus operation perfectly,” he said. “The fact that it is a green opportunity makes us happy as well.”

Over the 12-year lifetime of one of the electric buses, DART can expect to save \$300,000 to \$400,000 on fuel.

“We used to say that we were doing battery-powered electric buses for the sake of sustainability. I tell people today that we're not here to talk about sustainability — we're giving you that for free,” Hill said. “We're here to talk about saving money.”

CORRECTION, 9 a.m., Jan. 19, 2018: An earlier version of this article referred to Dale Hill as Proterra's CEO, not its founder.

METRO

For Transit & Motorcoach Business

Navya Introduces First Fully Autonomous Taxi In N. America

Posted on January 11, 2018



A Navya autonomous shuttle. Photo: NAVYA

Navya unveiled the first fully autonomous taxi in North America with live demonstrations in the downtown Las Vegas Innovation District this week.

The totally electric-powered AUTONOM CAB, which will be operated by Keolis, provides an intelligent transport service for private or shared trips in urban centers. Able to carry up to six passengers, the autonomous taxi is capable of speeds up to 55 mph, but will average closer to 30 mph as it travels in urban areas to conform with local speed limits. Users can order the vehicle with a dedicated smartphone application, and open and close the vehicle's door to start it up.

The autonomous taxi uses multi-sensor technology with no fewer than 10 Lidar sensors, 6 cameras, 4 radars, 2 GNSS antennae and 1 inertial measurement unit (IMU). These sensors provide at least a triple redundancy across all functions, guaranteeing exceptional reliability. The on-board computer is capable of constantly merging data received by the sensor architecture. AUTONOM CAB's intelligence is based on high-performance steering and detection systems that combine a number of cutting-edge technologies.

Outside, the vehicle has a colored light band that communicates with its passengers as well as pedestrians. Inside, the glass compartment provides users with a panoramic view of the city. The vehicle integrated elements such as the connected touch screen, which enables frictionless payment and a range of services for passengers of the AUTONOM CAB.

Current plans are for the AUTONOM CAB to begin service in North America in the second half of 2018.

The Mercury News

Opinion: Forget Self-Driving Cars; Mass Transit Is The Only Answer To Gridlock

By: Rod Diridon Sr. | January 11, 2018



Riders exit a VTA bus at the West Valley College Transit Center.
(George Sakkestad/Staff Photographer)

A truism: Cars on pavement will be the least efficient mode of transportation in the valley in only a few years.

Apple just moved 15,000 more employees into their new 2-million-square-foot spaceship; Google is building over 10 million square feet that could house nearly 50,000 more primary employees. Facebook and many other local successes are also adding massively while Microsoft, Amazon and other out-of-towners are moving a portion of their core functions to Silicon Valley. Well over 100,000 new primary jobs will be added to Silicon Valley in the next decade and more in the future.

Economics 1A tells us that there will be from 7 to 13 local-serving jobs (attorneys, doctors, public safety workers, teachers, home helpers, etc.) created to support each new primary job. The valley will expand in the next several decades to nearly double our current job base. Yet we have virtually no more dirt to pave at key choke points to handle the gridlock challenges on the core freeways and feeders.

Transportation policy makers have been telling the population that alarming news since the 1976 Rapid Transit Development Project Study was certified. It's happening now.

None of us wants to stop the job growth. We want employment for our kids. But where there is rampant job growth, there must be transportation, or gridlock on major highways and feeder streets is unavoidable.

An economy must move employees to work and product to market efficiently or it will fail. Unless immediately addressed, today's traffic when exacerbated by the current growth trend will trigger a mass employer exodus that could cripple Silicon Valley.

What's the remedy? We don't have the space/land upon which to add major roadway capacity even if we had the funding. Technology such as automated vehicles will help, once they are integrated safely, but their efficiency will add only a fraction of the needed capacity.

VTA has a world-class rail-based transportation master plan, but the funding is very inadequate, especially if President Trump follows through on requiring that most of his vaunted trillion-dollar infrastructure investment be paid for by public-private partnerships.

PPPs only work when the resulting facility will make a profit. Internationally, public transportation, except high speed rail, is not profitable. It is subsidized by government in construction and operation. That's a cost of a thriving economy to do business.

The federal government has short-changed our national system since the 1980s, when it paid as much as 80 percent of a local capital project. It must catch up or expect the other international economies to leave us behind.

Silicon Valley's smart population knows the danger. Voters approved five tax measures since 1976, thanks to the great support of the Silicon Valley Leadership Group and others.

BART and high-speed rail arrive at the San Jose Diridon Station in 2025 '6 with tens of thousands of added riders a day. Will the transit feeder system to San Jose's core, the Mineta International Airport, and the region's jobs and neighborhoods be ready to greet those new inter-regional riders, or will the station area be terminally gridlocked?

VTA is creatively implementing the updated 1970s transportation master plan as funding becomes available. Unfortunately, the federal government's transit funding reduction shifts costs to the state and locals.

State Sen. Jim Beall's SBI, raising the gas tax and fees, is our best current hope and must be protected. But we're out of time. We must find the added funds needed to quickly finish the integrated highway, transit and bicycle networks --- and act like other premier economic centers throughout the world.

Rod Diridon Sr. is Emeritus Executive Director of Mineta Transportation Institute and former chair of Santa Clara County Board of Superiors and Transit Board, the Metropolitan Transportation Commission and American Public Transit Association.

1/10/2018

Rail News: Federal Legislation & Regulation

Trump Team Meets With Senators To Discuss Infrastructure Priorities



U.S. Sen. John Barrasso was among the senators that met with Trump administration officials. Photo – cpw.senate.gov

Trump administration officials and a bipartisan group of senators yesterday held talks about the \$1 trillion infrastructure package that the president is expected to propose in the coming weeks.

Although few details were released, U.S. Sen. John Barrasso (R-Wy.) called the meeting a "great opportunity to discuss the Trump administration's plans for upgrading America's aging highways, bridges, ports and dams."

"The meeting gave senators the chance to have a direct back-and-forth with administration leadership on their priorities," Barrasso said in a statement. Barrasso chairs the Senate Environment and Public Works (EPW) Committee.

U.S. Sen. Tom Carper (D-Del.), ranking member of the EPW Committee, said he appreciated the time that Transportation Secretary Elaine Chao and White House officials spent with the group.

"While there is no shortage of issues on which the president and I disagree, the kind of large scale trillion-dollar infrastructure investment that then-candidate Trump talked about is something that has the potential to elicit bipartisan support here in Congress," Carper said in a statement.

The Trump administration could release the proposal after the president's State of the Union address on Jan. 30, *The Hill* reported, citing a Democratic aide.

Last week, a group of more than 150 national trade organizations urged Congress to advance an infrastructure investment package. The group included the National Railroad Construction & Maintenance Association and the Railway Engineering-Maintenance Suppliers Association.

CA: Transit Director Faces Big Fine Over Missing Campaign Finance Reports

Michael Cabanatuan, San Francisco Chronicle Staff Writer / Jan 9, 2018

Source: McClatchy

Jan. 09--The state Fair Political Practices Commission is recommending that AC Transit Director Mark Williams be fined \$60,000 for failing to file legally required campaign finance reports for five years.

The commission, which enforces the state's campaign finance laws, will consider imposing the judgment at its Jan. 18 meeting.

Typically, an officcholder or candidate and the FPPC staff will negotiate a settlement when investigators find a finance law has been violated. But Williams had not responded to 14 notices to contact the commission.

Attempts by The Chronicle to reach Williams on Monday also were unsuccessful.

Williams, 31, of Castro Valley, was elected to the AC Transit board in 2010, representing Ward 4, which includes Ashland, Castro Valley, Cherryland, San Lorenzo and parts of Hayward and San Leandro. He was re-elected in 2014, capturing 58.1 percent of the vote.

He serves on the board's external affairs committee, according to the transit district's website, and serves on the City of San Leandro Redevelopment Successor Agency Oversight Board, The American Public Transportation Association Transit Board Members Committee and the Transit Board Members Legislative Subcommittee.

In a 108-page order, the commission found that Williams failed to file 10 semi-annual disclosure statements that report how campaign funds are raised and spent. He also failed to file two additional reports during his 2014 re-election campaign.

"The failure to comply with these obligations denied the public important information regarding contributions and expenditures made in support of a candidate before the election," the order concluded.

In Williams' last filed report, at the end of 2010, his campaign had \$6,297.

The recommended fine is the maximum allowed under the law -- \$5,000 for each violation.

"This goes to the heart of California campaign finance law," said spokesman Jay Wierenga, referring to the mission of the commission. "People are supposed to be able to see how candidates are raising and spending their money."

Google Village: Scope Appears To Widen As New Property Deals Made For San Jose Campus

By: George Avalos Posted: 01/08/18, 8:46 PM PST | Updated: 1 week, 3 days ago



Google's realty ally has scooped up two more downtown San Jose parcels -- acquisitions that suggest the scope has widened for a Google village proposed for the city's urban core. (LiPo Ching/Bay Area News Group file)

SAN JOSE >> Google's realty ally has scooped up two more downtown San Jose parcels — acquisitions that suggest the scope has widened for a proposed Google village in the city's urban core.

TC Agoge Associates — a group controlled by Google's development ally on this project, San Francisco-based Trammell Crow — paid a total of \$1.3 million for the two properties. Both are a short distance from the Diridon train station and the SAP entertainment center in downtown San Jose.

In the most recent deal, TC Agoge paid \$650,000 on Jan. 3 for a residential structure at 195 N. Autumn St., which is outside of the areas where properties had previously been purchased on Google's behalf. The new North Autumn site is between West Julian and West St. John St. and is part of a square block east of the SAP parking lots.

On Dec. 21, TC Agoge paid \$650,000 for a vacant lot at 551 W. Julian St., sold by a government entity supervised by the city of San Jose. The property is north of the SAP Center.

“The North Autumn property is close enough to the north-south daisy chain that Google is assembling, it’s still in the general vicinity,” said Scott Knies, executive director of the San Jose Downtown Association. “It does represent a widening of the areas that interest Google.”

Mountain View-based Google plans to build 6 million to 8 million square feet of offices on the west side of downtown San Jose, enough space for 15,000 to 20,000 of the company’s workers.

The development would rise next to Diridon Station, which already is a hub for light rail, Amtrak, Caltrain, ACE Train and bus lines, and is slated to be the nexus for future BART and high-speed rail stops.

With the latest acquisitions, Google and the Trammell Group entity have spent a combined \$150.1 million to obtain 23 parcels from an array of private owners and a public city-supervised agency. The shopping spree for properties began in December 2016.

The 195 N. Autumn St. property that Google and Trammell Crow bought is on a narrow block bounded by North Montgomery, West Julian, North Autumn and West St. John streets. Google and its ally previously had bought properties primarily to the west and southwest of this site.

The San Jose Sharks hockey team owns one or more properties just south of 195 N. Autumn St. near the corner of West St. John. In addition, the city of San Jose is eyeing purchases of properties on the other side of the street, also at Autumn and St. John streets.

The hockey club might want to use properties it owns or might buy on that block for potential parking. That parking also could become a shared-use facility that could serve sports fans, entertainment seekers, or Google workers, said Robert Staedler, principal executive with Silicon Valley Synergy, a land-use and planning consultancy.

“It’s a pretty smart real estate play for Google to buy this,” Staedler said.

Separately from these current acquisitions, the city of San Jose and Google are negotiating the sale to Google of 16 parcels near Diridon Station and SAP Center. The sites would be key components for the Google transit-oriented community. The talks are now expected to be complete by the spring of this year or a bit later.

“Good progress is being made,” Knies said. “It’s a marathon and not a sprint.”

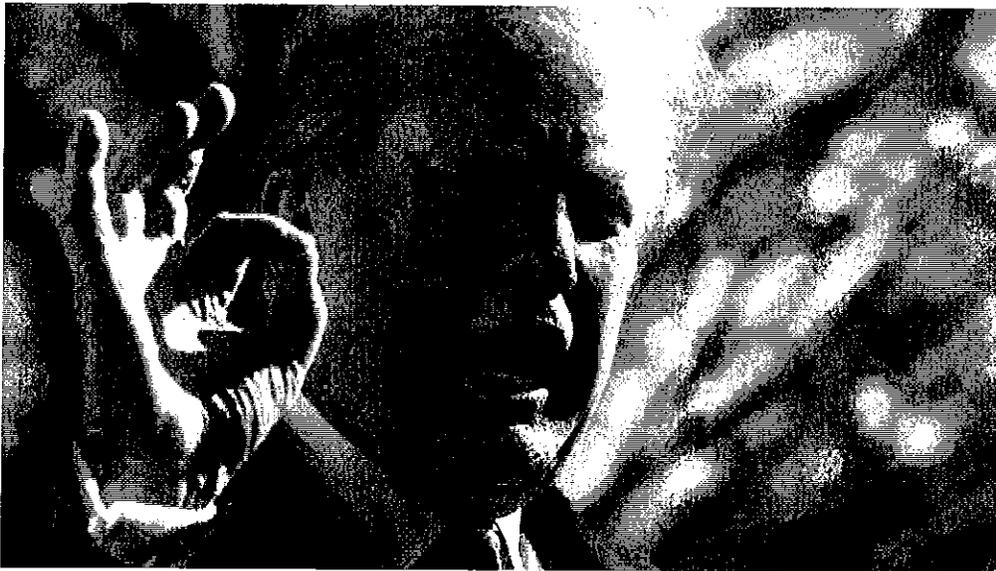
The residential structure that TC Agoge bought this month is on a block that is likely to draw much more interest from Google, according to Staedler.

“Most likely, Google and Trammell have offers out on every property on that block,” Staedler said.



Trump Told GOP Leaders He Had Problems With His Team's Infrastructure Plan: Report

By Brett Samuels - 01/08/18



© Getty

President Trump over the weekend pushed back on the details of a proposed infrastructure plan, contradicting a pitch from his own administration, The Washington Post reported.

Trump hosted several Republican lawmakers at Camp David over the weekend to discuss legislative priorities, including his long-awaited infrastructure proposal.

The president reportedly told Republican leaders that using public-private partnerships would not be an effective way to fund infrastructure projects, arguing a different approach may be better.

This was in contradiction to a presentation chief economic adviser Gary Cohn gave Saturday morning that discussed the use of public-private partnerships, the Post reported.

The plan reportedly involved \$200 billion in spending, which the administration expects would trigger nearly \$1 trillion in private and local investment.

White House officials confirmed Trump's comments, but one official told the newspaper that Trump was “musing aloud” about skepticism for the proposal and that the administration still planned to focus on public–private partnerships.

On the campaign trail, Trump pledged to propose a \$1 trillion infrastructure bill within his first 100 days in office. However, the issue was rarely addressed in Trump’s first year in office.

An infrastructure effort could face roadblocks in both parties, with Republicans concerned about new government spending and Democrats hesitant to hand Trump another legislative victory.



Trump To Make Infrastructure Push During Camp David Retreat

By: Melanic Zanona - 01/05/18 01:01 PM EST



© Getty Images

President Trump will push for his long-awaited infrastructure package when he huddles with Republican congressional leaders at Camp David this weekend, as the GOP appears divided about whether the rebuilding effort will be a top priority for the party this year.

Trump will be hosting House Speaker Paul Ryan (R-Wis.), Senate Majority Leader Mitch McConnell (R-Ky.) and others in Maryland this weekend to map out the GOP's 2018 agenda. One of the priorities that will be discussed at the presidential retreat is "rebuilding our nation's crumbling infrastructure," a White House spokeswoman said Friday.

On the campaign trail, Trump promised to tackle a \$1 trillion infrastructure bill within his first 100 days in office, but the issue slipped to the back burner amid other GOP priorities like health care and tax reform last year.

But Trump hopes to put infrastructure back at the top of his agenda in the New Year.

The White House is supposed to unveil “detailed legislative principles” later this month outlining Trump’s infrastructure vision, which lawmakers will use as a blueprint to craft a bill while Trump works to sell the idea to the public, state and local officials, and members of Congress.

The issue is also likely to be pitched during Trump’s inaugural State of the Union address on Jan. 30.

But there have been mixed messages from Republican leaders about whether infrastructure will be a top goal for the GOP this year.

McConnell, who is married to Transportation Secretary Elaine Chao, said Senate Republicans should pursue more bipartisan legislation like infrastructure in the coming year.

But Ryan said he wants to tackle welfare and entitlement reforms — perhaps using a special budget process to avoid a Democratic filibuster.

Trump, however, has expressed confidence that both Republicans and Democrats will be eager to help him pass an infrastructure bill this year.

“We’re going to get infrastructure; infrastructure is the easiest of all,” Trump said in the Oval Office last month when he signed the tax bill into law. “People want it, Republicans and Democrats.”

But the ambitious rebuilding effort could actually face roadblocks in both parties.

Republicans are concerned about new government spending, while Democrats are skeptical about the early details of the proposal and wary of handing Trump another legislative victory.

statescoop

LA Transit Embraces QR Codes And Optical Readers

By: Jason Shueh January 4, 2018 4:57 PM



(Los Angeles Metro)

The city has upgraded its subway and train stations with optical readers that officials say will shorten transfer times.

Mobile apps can hail a cab, act as a bus ticket or boarding pass for flights, and soon, the handheld technology will find its way into Los Angeles subway and train stations.

Los Angeles County Metropolitan Transportation Authority (Metro) is installing new optic readers at its train and subway ticket gates that enable travelers to quickly swipe their phones for quick entry. The new service eliminates the need for paper tickets by using scannable QR codes in an app. The city reports the update will shorten transfer times from the city's trains and subway cars.

“Innovation and accessibility are the backbone of our transportation future,” said Los Angeles Mayor and Metro Board Chair Eric Garcetti are jointly quoted as saying in a press release. “This new technology will help Metrolink [subway] riders make a seamless transfer to Metro rail, getting them to their destination sooner.”

The cost to install the optic readers comes to \$1.2 million, and after some testing, is expected to be available at stations before the end of 2018. The effort is part of the third phase of development in Metrolink's Mobile App Project that began near the end of 2016.

“This will provide more flexibility and convenience for the 30 percent of our riders [who] transfer to Metro Rail,” said Metrolink Chair Andrew Kotyuk.

The initiative follows previous transportation modernization projects in the last six months that include a new Metrolink website and a GPS train tracker that provides real-time updates.

Can Trump Make His Infrastructure Plan a Bipartisan Reality?

By Ray LaHood On 1/3/18 at 7:00 AM

Messy commutes, dilapidated bridges and major delays are just some of the headlines that Americans have gotten used to seeing on a daily basis. Solutions to these challenges are within our grasp, but it's going to take both parties and both ends of Pennsylvania Avenue working together to make the hard choices.

Infrastructure investment creates good-paying jobs and long-term growth. But for too long, current and past administrations and Congresses have failed to pass a comprehensive infrastructure package with long-term, sustainable funding. All the while, our infrastructure continues to fall into disrepair and our country comes closer to losing its competitive edge.



Stranded passengers relax near baggage claim at Hartsfield-Jackson Atlanta International Airport on December 18. Getty

Our roadways are critical to local economies and quality of life. However, according to the American Society of Civil Engineers, 2 out of every 5 miles of urban interstates are congested. The consequences go well beyond safety, costing drivers \$960 a year in the form of lost time, wasted fuel and even car repairs. Our nation's bridges are not in much better shape. With nearly

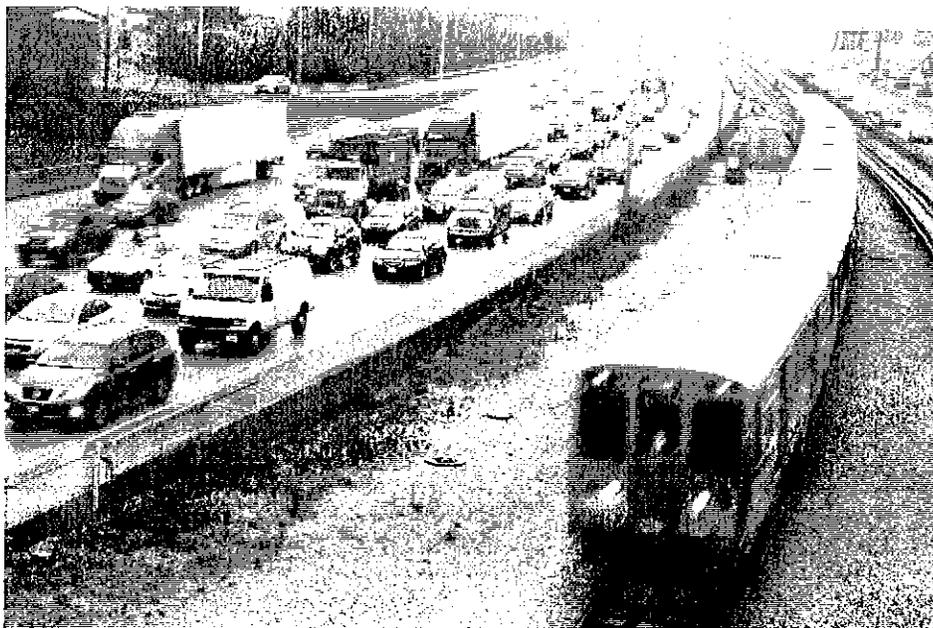
4 out of every 10 built before the moon landing, our nation's bridges are far too old and many can no longer accommodate current traffic.

Unfortunately, it's not only the roads and bridges. It's also the rails, tunnels and airports. Just a few weeks ago, Atlanta's Hartsfield-Jackson Airport experienced an 11-hour power outage that paralyzed the world's busiest airport. And on New Year's Day, some of our nation's biggest airports were faced with delays due to a two-hour outage in customs processing systems. It's no wonder as America's airports are facing nearly \$100 billion in capital needs—a 32 percent increase since 2015.

Our country needs a multi-faceted approach that gets all levels of government and the private sector working together. We had that opening last year, and could have used the tax reform package to spur investment in our nation's infrastructure. Failing to do so was a wasted opportunity and kept us from injecting much needed revenue into the Highway Trust Fund, which funds highways, bridges and mass transit programs.

However, as we start 2018, I'm still hopeful that our leaders have learned the consequences of delaying infrastructure funding and repair. Constituents everywhere are tired of potholes and transit systems that are more than 50 years old, and they're making their voices heard. In fact, according to a Harvard-Harris poll, 84 percent of voters polled say the country needs to invest more in infrastructure. With such overwhelming support from the public, policymakers should be eager to take on these challenges.

In order to address the dire condition of our infrastructure and start creating jobs, we need a bipartisan and strategic plan that provides long-term funding.



Travelers sit in a massive traffic jam as people hit the road for Thanksgiving in 2016 in Chicago, Illinois. Getty

First, we need a big pot of money and the best way to do that is to modernize the gas tax. The last time the 18.4 cent gas tax was raised was in 1993. The cost of everything has increased since 1993. Imagine trying to make ends meet in 2018 on the same salary you earned in 1993. That is the dire state of the nation's Highway Trust Fund. Many in Congress fear the political repercussions of change, but I'd like to remind them that 24 states have raised their gas tax since 2013. Furthermore, the re-election rate of those legislators who voted to increase their state's gas tax was 91 percent.

Second, there needs to be a strong working relationship between all levels of government. Washington must work hand-in-hand with mayors and governors to understand what they need for their communities and to grant them the flexibility to achieve those goals.

And third, our policies must be forward-looking, and the regulations need to keep up with rapidly changing technology such as driverless vehicles. The government needs to invest in transformational projects like high-speed rail, and increase the funding for projects that already work and promote innovation through competitive discretionary grants, such as the TIGER grants during the Obama administration and the Urban Partnership Agreements during the Bush Administration.

We know that the most consequential and long-lasting reforms are often bipartisan, and revitalizing our nation's infrastructure and keeping Americans safe should not be solely a Democratic or Republican issue. Let's resolve to make a long-term and well-funded infrastructure plan a reality in 2018. If our leaders want to put partisanship aside and start investing in our future, the options are on the table.

Ray LaHood is a former U.S. Secretary of Transportation and the current co-chair of the bipartisan advocacy group Building America's Future.

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Driverless Vehicles And The Future Of Public Transit

By: Lauren Isaac Posted on December 28, 2017



Autonomous vehicle demonstrations were featured during the 2017 UITP Summit held in May in Montreal. Transdev and its vehicle developer partner, EasyMile, showcased their electric vehicle (pictured in red), which shuttled people along Montreal's Olympic Park.

The advent of driverless technology gives rise to a number of daunting questions: Will driverless passenger vehicles make public transit obsolete? Will mobility options become increasingly privatized as driverless technology is broadly adopted? Should transit agencies stop investing in their future fleets, as driverless vehicles subsume demand for public transit?

To remain relevant, transit agencies must have a vision for the future, including the role that driverless technology will play. Because emerging technologies and concepts that may not even exist today could impact this vision, transit agencies should also prepare for a variety of scenarios and outcomes.

Here are some potential components of what such a "vision" may entail:

- Trip-planning information is integrated across modes and agencies (public and private), so the general public has the ability to evaluate their travel options with comprehensive information on travel time, cost, environmental impact, and more. Real-time schedules for all transportation modes are centrally available.
- Vehicles and transit schedules are "right-sized" so fleets are used effectively and there are no more empty buses.

- Fare payment is made electronically and only one payment is needed for each whole trip.
- Travel times are generally predictable and well-communicated.
- Lower income and people with disability populations have access to all of these services.

Generally speaking, public transit agencies have two key goals: (i) to enhance mobility throughout their respective regions, and (ii) to provide reasonable access to transportation to all their respective constituents. For decades, transit agencies have addressed these goals by operating bus and/or train systems that are subsidized by the federal, state, and local government.

In recent years, while public transit agencies operated these traditional services, the private sector introduced new, technology-enabled transportation options that are now household names. Specifically, transportation network companies, such as Uber and Lyft, commuter buses like Chariot, dynamic vanpools like Via), carpooling apps like Scoop, and employer-provided buses have taken on more and more prominent roles all over the U.S. and abroad. Even before driverless technology, the private sector has already disrupted the traditional public transit business model.

Many of the private companies listed above are investing in or developing driverless technology, and further disruption is likely imminent. These companies are providing hints as to how driverless technology will be introduced: with both on-demand and fixed-route services. Driverless mobility options may be shared and they will likely be priced accordingly (i.e., the more people in a vehicle, the less an individual pays). These services will be branded and targeted in order to maximize that company's market impact.

Importantly, private transportation companies are providing services that support public transit agencies' goals, without any of the limitations that are generally associated with public entities reliant on subsidies and public funding. Private companies are able to leverage the latest advances in technology, invest significantly in marketing, and evolve and respond to customer demands at a seemingly rapid pace.



Driverless shuttles can integrate with other transportation modes for more rider efficiency.

As a result, a key component to every public transit agency's vision for the future must be to form partnerships with private sector transportation companies, where appropriate. In doing so, public transit agencies will have the opportunity to leverage the advances of the private sector, both in technology and operating models, while still preserving the true mission of public transit. For example, a transit agency could partner with a private company to introduce driverless shuttles as a first/last mile solution. Both parties stand to benefit: the private company would charge either the passengers or the transit agency for this service, and the transit agency would increase transit ridership and reduce a bus or metro station's parking requirements.

Once these partnerships are established, it will be important for public transit agencies to re-think what existing operations are still necessary and how they are provided. Some of the ways that public transit is likely to be impacted by driverless vehicles in its early stages are as follows:

- Transit schedules may need to be altered to address changes in demand.
- Paratransit services may be much less costly to provide to riders.
- Fixed-route vehicles, such as buses, could be replaced with autonomous vehicles (and, in fact, may be likely contenders for early adoption).
- The public transit labor force may change drastically (e.g., bus operators may be less in demand, while security enforcement personnel and data mining specialists needs may grow).
- Transit fares may need to be modified to stay competitive with alternate providers.

Now is the time for transit agencies to develop pilots and plans that re-imagine public transportation. The driverless technology offers many benefits to transit agencies, including increased safety and mobility options, while also furthering the agencies' goals. And, in fact, driverless shuttles are available today and many pilot programs are underway globally. Now is the time to consider a driverless shuttle pilot to introduce this technology (as both shared and electric) to public transit agencies and their constituents.

Driverless shuttles introduce a shared, electric, and autonomous solution for transit agencies to leverage today. They can operate in contained environments such as campuses, airports, and employment centers and they can provide a first last mile solution to augment public transit networks, allowing individuals to reduce or eliminate their parking requirements, and increase mobility in a specific area.

Finally, driverless shuttles provide the potential for immediate adoption: state and local governments can already partner with driverless shuttle companies to provide additional public transit alternatives to their constituents.

Here are just a few examples of where driverless shuttles are being utilized around the world today:

- In the Bay Area, the Contra Costa Transportation Authority (in partnership with the Livermore Amador Valley Transit Authority and other local agencies) are aiming to leverage driverless shuttles as a first last mile transporter to the Bay Area Rapid Transit (BART) stations.

- In the city of Arlington, Texas, driverless shuttles will be transporting people between their sports stadium and a parking lot.
- In Paris, EasyMile's driverless shuttles transported people between two train stations for a few month demo. In Singapore, EasyMile's driverless shuttles are transporting people around Gardens by the Bay, a botanical garden.

While many automakers and private technology continue to develop their autonomous solutions, driverless shuttles introduce a driverless transportation option that can support public transit agency goals today. Driverless shuttles can improve safety, reduce greenhouse gas emissions, augment mobility options, and integrate with other transportation modes for more rider efficiency.

VTA To Raise Fares, Introduce Transfer System On Jan. 1

By: Anne Gelhaus

PUBLISHED: December 28, 2017 at 12:03 pm | UPDATED: December 28, 2017 at 7:07 pm



A member of the VTA outreach staff is seen at the Santa Clara station in downtown San Jose distributing information regarding the new VTA fare structure and transfer policy that will begin on Jan. 1. (photo courtesy VTA staff)

Although the Valley Transportation Authority will be raising fares next year, riders who use bus and light rail heavily may end up saving some money through a new transfer system.

Starting Jan. 1, single ride fares for adults will increase by a quarter to \$2.25 and a one-way ride on an express bus will go up 50 cents to \$4.50. All community bus routes will become local routes charging regular fare, so adults will have to fork over \$1 more than the \$1.25 they're paying now to ride these routes.

On the plus side, those who use a Clipper card to pay their fare on VTA will potentially get more bang for their swipe, as payment for a single ride with Clipper will cover two hours of free transfers across VTA buses and light rail. But riders who transfer to an express bus must make up the \$2.25 difference in fares using their Clipper card.

While Clipper cards can be used to pay fares across multiple Bay Area transit agencies, the VTA has launched its own EZfare app expressly for boarding buses and light rail. Riders who use EZfare also are eligible for two hours of free transfers.

The VTA says the fare hike is its first in eight years. The agency's board approved the increase in June, when it faced a \$20.5 million operating deficit and declining ridership. It hoped the increase would generate more than \$17 million over the next three years.

While increases to adult fares are also reflected in the cost of daily and monthly passes, the VTA opted not to charge higher fares for seniors and the disabled, and to roll back fares for youths.

In addition to its new fare structure, the VTA is also planning service changes to a number of its routes when 2018 begins. Among these are the four express bus lines that serve the Fremont BART station. The schedules for these lines will be adjusted in January in anticipation of a BART schedule change effective Feb. 12.

These service changes don't take into account the anticipated June opening of the Berryessa BART station in San Jose, and its potential impact on VTA ridership.

The VTA is upping its community outreach in the week following the fare increases. From Jan. 1 to 8, outreach workers in yellow vests will be at select transit hubs to hand out information and Clipper cards and answer riders' questions.

For a full schedule of outreach events, a list of fare changes and a link to EZfare, visit vta.org/getting-around-2018-fares.



Five Obstacles To Trump's Infrastructure Ambitions

By Melanie Zanona - 12/28/17 06:00 AM EST

President Trump plans to put his long-awaited infrastructure package at the top of his 2018 agenda, eager to notch another legislative victory now that he's signed a major tax overhaul.

The White House will unveil "detailed legislative principles" in January outlining Trump's infrastructure vision, which lawmakers will use as a blueprint to craft a bill while Trump works to sell the idea to the public, state and local officials and members of Congress.

"We're going to get infrastructure; infrastructure is the easiest of all," Trump said in the Oval Office last week when he signed the tax bill into law. "People want it, Republicans and Democrats."

But the ambitious rebuilding effort could face roadblocks in both parties, with Republicans concerned about new government spending and Democrats wary of handing Trump another win.

Here are five obstacles that could knock Trump's infrastructure plan off course.

Democrats

While the infrastructure proposal has long been billed as one of Trump's few bipartisan initiatives, Democrats have so far balked at the rebuilding ideas floated by the White House.

The administration has proposed giving tax credits to the private sector for backing infrastructure projects and rewarding cities and states that raise their own revenue for infrastructure. The White House also plans to use \$200 billion in federal seed money, along with massive permit reform, to leverage \$1 trillion worth of infrastructure investment.

Democrats have slammed the public-private partnership model as a corporate giveaway that will only lead to more toll ways. They worry the administration's proposed local incentive program will pave the way for "devolution" – or eventually handing off all federal infrastructure duties to local governments.

They also are concerned that streamlining the construction permitting process will lead to the erosion of environmental protections.

Democrats instead prefer to inject federal funding directly into the nation's transportation system and have laid out their own competing \$1 trillion infrastructure package.

With Democrats feeling cut out of the White House's bill-writing process, they may be less inclined to come to the negotiating table. Their votes have become even more critical in the Senate after the special election in Alabama this month sent a Democrat to the upper chamber and chipped away at the GOP's slim majority there.

It also may be difficult for Democrats to pivot toward a bipartisan infrastructure deal after a year of ugly partisan fights over health care, taxes and other contentious issues, and some in the party may be reluctant to help Trump put more points on the board.

“Unfortunately, there hasn’t been much bipartisanship lately,” Sen. Bill Nelson (D-Fla.), ranking member on the Senate Commerce, Science and Transportation Committee, said in a statement to The Hill. “Few outside of the administration actually know what’s going to be in the president’s plan, whether they will include highly controversial provisions, or how it will be paid for.”

Nelson is up for reelection next year.

Fiscal conservatives

An infrastructure bill was always going to be a tough sell with fiscal conservatives, who are wary of massive federal spending on transportation.

Trump initially labeled infrastructure a 100-day priority, but Republicans instead pressed the White House to focus on tax reform, health care and other GOP priorities.

Some Republicans are still pushing the administration to take another crack at repealing and replacing ObamaCare in 2018.

There have also been mixed messages from congressional leaders about whether infrastructure will be a top goal for the GOP next year.

Senate Majority Leader Mitch McConnell (R-Ky.) said Senate Republicans should pursue more bipartisan legislation like infrastructure in the coming year.

But Speaker Paul Ryan (R-Wis.) said he wants to tackle welfare and entitlement reforms next year — perhaps using a special budget process to avoid a Democratic filibuster.

Trump could make an infrastructure bill more appealing to Republicans if it’s fully paid for, reforms the environmental review process and repeals labor regulations.

But all of those conditions risk pushing away Democrats from supporting the plan.

Funding offsets

One of the biggest question marks surrounding Trump’s infrastructure plan is how to pay for it.

While the administration has outlined the broad contours of Trump’s rebuilding proposal, there have been far less clues about how it will be funded.

One idea that seemed to be gaining traction earlier this year was to pay for infrastructure with revenue from repatriation, when corporations return earnings stored overseas and pay a lower tax rate.

But the pay-for was instead used in the GOP tax plan, dashing hopes that offshore tax reform could be used to help upgrade U.S. roads, bridges and other public works.

Another funding offset being considered by the White House is hiking the federal gasoline tax, which hasn’t been raised in more than 20 years.

But the politically risky move is almost certain to run into a buzz saw of opposition from Republicans and conservative groups.

“The administration is looking at a fuel tax,” Rep. Sam Graves (R-Mo.), chairman of the House Transportation and Infrastructure Subcommittee on Highways and Transit, told The Hill earlier this month. “But I’d like to pivot toward [vehicles miles traveled], at least in the commercial sector.”

“To be quite honest, it’s going to be quite hard to move [a gas tax increase] in the House,” Graves added.

Crowded agenda

Lawmakers are facing a daunting to-do list in the first few months of 2018, increasing the chances that infrastructure could be pushed off the agenda.

When members return to Washington next month, they will have to quickly grapple with all the sticky issues they left unfinished when passing a stopgap spending bill last week to keep the government open until Jan. 19.

House and Senate leaders will have to reach a deal on a bipartisan budget agreement, which will lay the groundwork for a massive, trillion-dollar omnibus package to fund agencies for the rest of the 2018 fiscal year.

But several other issues are complicating the budget talks, including whether to include measures stabilizing ObamaCare and providing help for undocumented immigrants who came to the United States as children.

Congress will also have to raise the debt ceiling and pass another reauthorization of the Federal Aviation Administration before March.

And some Republicans are also pushing for entitlement reform and repealing and replacing ObamaCare, all of which could suck up the oxygen on Capitol Hill.

Midterm elections

Transportation advocates have long voiced concern that an infrastructure bill might not get over the finish line if it gets pushed back to 2018.

Part of the reason is that there are midterm elections next year. Major achievements are generally more difficult in election years because there is less time on the legislative calendar and lawmakers are more conscious of how votes might impact them in primary races and general elections.

Election-year politics could come into play with an infrastructure bill if lawmakers need to raise revenue for the package by increasing fuel taxes or user fees. Either step could prove unpopular with voters.

There could also be reluctance from lawmakers in both parties to put their name next to Trump on an infrastructure bill, for fear he could drag them down in the midterm elections — especially if Trump's approval ratings continue to hover in the low 30s.

Democrats "made it very clear they could not provide us votes [on taxes] because they are afraid of their primaries," Rep. David Schweikert (R-Ariz.) told Fox News on Wednesday, discussing the prospects of a bipartisan infrastructure bill.

"My fear is much of today's politics is not about policy or what's good for society."

METRO

For Transit & Motorcoach Business

Mobility-On-Demand: The Future of Transportation

By: Michaela Kwoka-Coleman Posted on December 26, 2017

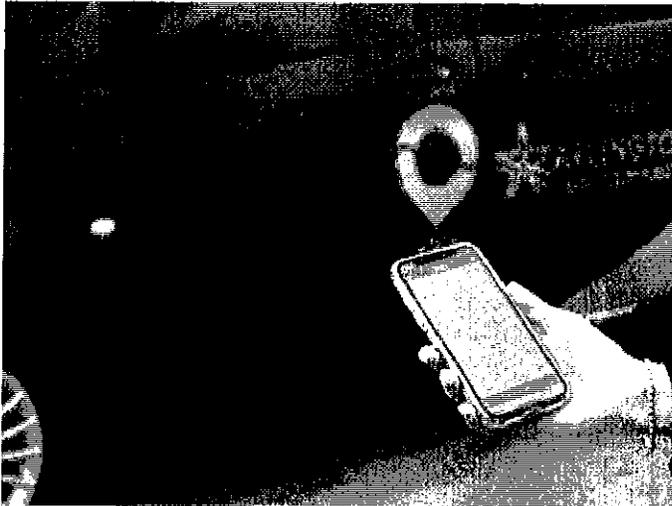


Photo: VIA

Ride-hailing services such as Uber and Lyft have been largely viewed as a threat to public transportation agencies, stealing customers and much-needed revenue. These fears are not unfounded. An October report by the University of California, Davis Institute of Transportation Studies found that urban ride-hailing passengers decreased their use of public transit by 6%.

However, rather than fight ride-hailing services, Bob Sheehan, project manager for Multimodal ITS Research and Deployment for the Intelligent Transportation Joint Program Office (ITS JPO), encouraged agencies to explore “emerging technology solutions and different business approaches.”

His department, which operates under the U.S. Department of Transportation (DOT), is focusing on promoting mobility-on-demand - the integration of ride-sharing and ride-hailing services with transit operations.

User experience, more options

During a webinar with Uber, Lyft, ride-sharing app VIA, and various industry officials and stakeholders, Sheehan touted the success of public-private partnerships as the future of transit.

The focus of these partnerships, Sheehan said, should be on user experience and providing travelers with more options.

“We want, and are focused on, this system from a traveler’s perspective, not how effective the highway or the transit services being provided, [but] how effective is the trip for the user?”

“Travelers are seeing a benefit, they have more options, hopefully more reliable options, more efficient options,” he said. “And public transit providers, hopefully, they’re providing more economical service and providing more productive and more efficient service.”

From the ride-hailing side, Uber’s Paige Tsai says her organization recognizes its potential to help connect underserved metro areas, reduce parking demand, and alleviate other factors that inhibit mobility and connectivity.

“While Uber’s mission is quite simple, as we’ve grown, we’ve quickly realized that we have the opportunity to work with companies, organizations, cities, and governments alike to help tackle some of the challenges facing our cities today, in terms of transportation,” she explains.

Tsai, who is part of the San Francisco-based Policy Research and Economics team, stresses Uber’s role in filling the first-mile, last-mile gap.

Based on data obtained from Uber trips taken in Philadelphia and San Francisco, Tsai estimates that as much as 30% of Uber trips in a city can be to and from public transit stations. When Los Angeles’ Metro added 12 new stops and extended the existing Gold and Blue Lines, Uber pickups decreased at previous terminal stops and increased where the new terminals are located.

“As we suspected... people were previously using the Expo Line or the Gold Line to get as far as they could on their commute home, but when these new options were available, they continued on their journey and then continued to use Uber to fill that last mile gap,” Tsai says.

Similarly, Paul Davis, transportation and partnership manager for Lyft, says that his company’s 2014 “Friends with Transit” campaign launched after data showed 25% of Lyft rides were starting and ending near major transit centers.

Simulator ‘visualizes’ microtransit service

Transit technology company Transloc recently released its MicroTransit Simulator, a tool that helps municipal governments and transit agencies visualize what microtransit would look like in their city.

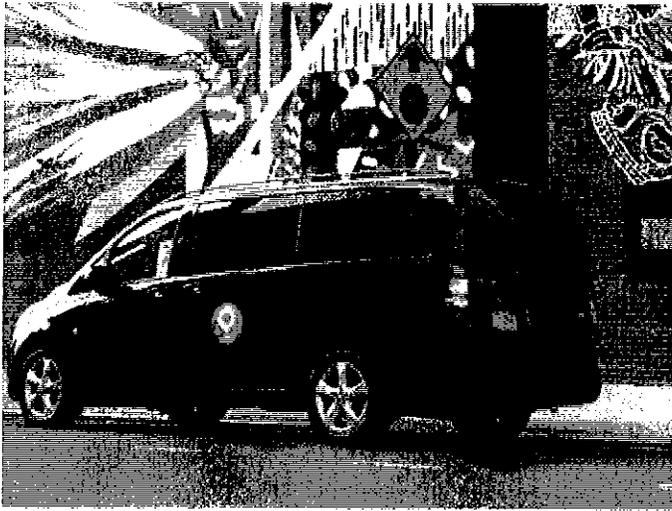
The simulator uses an algorithm to run various microtransit scenarios with available vehicles, Elaine McVey, Transloc’s data science lead, said in a video on the company’s website.

“Compared to the need to make educated guesses about what might happen and then run a system and see how that works out, being able to see that before you start running a service is really revolutionary,” McVey said.

The simulator helps to answer the uncertainty of what new modes of transit will look like and how to run service that is different than fixed routes. The end report includes information on metrics, such as rider experience, wait time, ride duration, cost, and vehicle miles.

McVey said that the simulator will help transit companies and cities mitigate risks before starting a service and show them how to design service to reach certain performance levels.

“Now, transit agencies have an opportunity to be able to provide a different kind of service that complements their existing fixed-route service in a way that wasn’t possible in the past.”



In December, VIA partnered to create a microtransit system for the City of Arlington, Texas.

City partnerships

Based on this information, Lyft has been partnering with cities across the U.S. to provide first-mile, last-mile solutions.

In Dublin, Calif., Lyft and Uber are working with the Livermore-Amador Valley Transit Authority (LAVTA) to subsidize Lyft Line and UberPOOL rides that start and end within city limits. The partnership is helping alleviate traffic and parking congestion at the city’s rail station, which connect commuters with San Francisco, Oakland, San Bruno, and other Bay Area destinations. By entering the promo code “GODUBLIN” on the app, riders only pay the cost difference of the ride after \$5.

Christy Wegener, LAVTA’s director of planning and operations, explains that the partnership, which resulted from a 2015 study on the agency’s fixed-route service, has increased public transit ridership.

“We made some healthy choices for the fixed-route network, and in doing so, we left some holes in our service area,” she says. “So, the partnership has provided us a cost-effective way to provide transportation to people who used to have a bus, and we’ve been able to take those resources and reallocate them into frequency on major arterials, which has resulted in more rides.”

LAVTA’s subsidized rides also include trips taken with a local taxi service, which can accept cash-only payments.

Tsai also cites a partnership with Summit, N.J., where city officials were considering building a second parking garage near the city’s train station in hopes of decreasing parking demands. Rather than spending millions on a new parking structure, the City and Uber partnered to give commuters with parking passes free rides to and from the station.

“There is no single approach that we take to these partnerships,” Tsai says. “We really like to hear from the transit agency what problems they’re trying to solve and what solutions Uber can bring using our technology.”

Paratransit rides

In providing underserved areas with transit options, both Lyft and Uber partnered with the Massachusetts Bay Transit Authority (MBTA) to bring on-demand paratransit rides to Boston. The rides are subsidized by MBTA (the agency pays up to \$13) and the rider pays only a \$2 flat fare. Launched over a year ago, Massachusetts Gov. Charlie Baker expanded the service in February of this year.

In the five months following, over 10,000 trips were completed, Tsai says. While there has been an increase in trips, the cost-per-trip has been reduced “dramatically” due to the on-demand service, she adds.

In October, Lyft announced a partnership with software company Trapeze Group. Transit agencies using Trapeze’s software can schedule rides on the Lyft platform in advance of the trip date. While announcing the partnership, Trapeze officials said that allowing transit agencies to schedule rides through the Lyft app will help reduce operational costs while increasing ride availability.

Davis says that accessibility is important to Lyft, and that they work to ensure transit partners offer wheelchair accessible vehicle services (WAV).

Combining first-mile, last-mile solutions and WAV services, Lyft works with Marin, Calif.-based NGO Whistlestop to provide rides to the community’s seniors. The agency covers the additional cost of paratransit rides to ensure that they cost the same, while increasing mobility.

“So, no partnership is alike,” Tsai says. “But, we are learning a lot from each of these.”

Carpool options

Worries over traffic congestion in large cities prompted both Uber and Lyft to offer riders a carpool option. The UberPOOL and Lyft Line algorithms match up riders whose destinations are near each other’s and have them share the ride.

The carpool option is cheaper for riders — Lyft boasts a discount of up to 60% — who now split the cost with strangers headed in the same direction.

Both companies allow a rider to request up to two seats, with Lyft Line charging \$1 for the extra person.

Tsai said that UberPOOL, which is available in about 40 cities across the world, makes up 20% of rides where available. In cities where it’s been an option the longest, such as San Francisco, the number hovers between 40% and 50%.

Similarly, Davis said Lyft Line rides comprise over 40% of Lyft rides where available.

Social equity

During November’s mobility webinar, the DOT’s Sheehan challenged agencies to consider the social equity involved in transportation. Requesting rides on Uber and Lyft typically requires a

smartphone and linked credit or debit card, which might exclude underserved and disenfranchised communities.

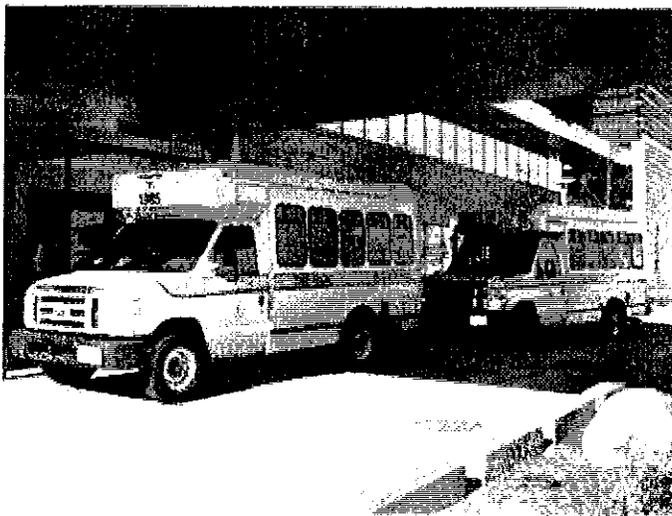
Lyft has tailored its platform to be Title VI compliant when working with public agencies, Davis says. Users can set up accounts and pay for rides using prepaid cards and PayPal CASH accounts.

Those without smartphones can request rides via Lyft's concierge center, which can be integrated with the agencies existing call center; call representatives can also help the rider locate the pickup location.

In all of VIA's partnerships with public agencies, passengers can request rides through a call center, Louis Pappas, who works on VIA's public sector business development team, says.

The New York City-based ride-sharing company is also formatted for cash payments, he explains. It's up to the transit agencies to decide if they want to operate a cash system. While VIA partners with transit agencies across the county, it operates its consumer facing platform only in New York City, Washington D.C., and Chicago. There, users share on-demand rides, with pickup and drop off spots dubbed "virtual bus stops."

"The idea of a virtual bus stop is to try and make that incrementally a little bit more efficient, so have you walk out to a place that reduces the need for a vehicle to deviate too much to pick you up," Pappas says. "Our rides are fully dynamic, so we don't have any fixed routes. The routing updates in real time and all rides are shared."



An MBTA pilot program with Uber, Lyft, and local taxi companies helps alleviate strain on paratransit. MBTA

Microtransit

Private ride-hailing and ride-sharing companies are even stepping in to create transit systems in cities where it hasn't before been an option.

Take Arlington, Texas — whose claim to fame used to be being the largest city in the U.S. without a public transit system. In December, VIA launched microtransit operations, providing on-demand, shared rides to the city's 393,000 residents.

“So transit has been voted down in Arlington on a few different occasions,” Zack Wasserman, VIA's head of business development, explains. “I think it's perceived as sort of an amenity, that's just too expensive for them to afford.”

In partnering with the City of Arlington, VIA developed an on-demand, microtransit system, which launched in the downtown area and other small subsets of the city, including a train station that connects to Dallas.

Alicia Winkelblech, the City's assistant director of strategic planning, says the City believes VIA can provide a high-quality, effective service, before calling the microtransit provider a “great fit.”

“They came to us to develop sort of this entirely on-demand, dynamic microtransit system that they will launch in lieu of creating a conventional, fixed-route service,” Wasserman says. “We bring the technology... Then we also work with local drivers who will bring vehicles, and we'll be able to provide sort of a complete transit solution for the City of Arlington, at a much lower price point.”

The company identifies people who currently drive for other transportation network companies and recruits them to also drive for VIA.

In addition to Arlington, VIA has incorporated its platform and drivers with the City of West Sacramento, Calif. VIA also allows transit agencies and cities to operate their own microtransit programs.

In Austin, Texas, VIA partnered with Capital Metro by giving the transit agency its technology and platform to build their own system. VIA has a similar partnership with Arriva, a transit contractor in the UK.

Millennials and Silent Generation Drive Desire for Walkable Communities, Say Realtors®

News provided by: **National Association of Realtors** Dec 19, 2017, 11:57 ET

WASHINGTON, Dec. 19, 2017 /PRNewswire/ -- It is no longer just millennials propelling interest in walkable communities. According to a new report from the National Association of Realtors®, members of the silent or greatest generation, those born before 1944, also prefer smaller homes in neighborhoods with easy walks to shops and restaurants.

The *2017 National Community and Transportation Preference Survey*, www.nar.realtor/reports/nar-2017-community-preference-survey, which polled adults from across the U.S. about what they are looking for in a community, found that 62 percent of millennials and 55 percent of the silent generation prefer walkable communities and short commutes, even if it means living in an apartment or townhouse. Gen-Xers and baby boomers still show a strong preference toward suburban living, with 55 percent of both groups saying that they have no problem with a longer commute and driving to amenities if it means living in a single-family, detached home.

"Realtors® understand that when people buy a home, they are not just looking at the house, they are looking at the neighborhood and the community," said NAR President Elizabeth Mendenhall, a sixth-generation Realtor® from Columbia, Missouri and CEO of RE/MAX Boone Realty. "While the idea of the 'perfect neighborhood' is different for every homeowner, more Americans are expressing a desire to live in communities with access to public transit, shorter commutes and greater walkability. Realtors® work tirelessly at improving their communities through smart growth initiatives that help transform public spaces into these walkable community centers."

According to the survey, the majority of Americans, 53 percent, would prefer to live in communities containing houses with small yards but within easy walking distance of the community's amenities, as opposed to living in communities with houses that have large yards but they have to drive to all amenities. This up from 48 percent in 2015.

However, responders with school-age kids in the home, regardless of their generation, show a greater preference for conventional suburban communities. Sixty percent of all responders with kids in school said they prefer larger homes and yards that require driving, and that number jumps to 63 percent for millennials with kids in school.

The survey also found that a majority of Americans, 88 percent, are very or somewhat satisfied with the quality of life in their communities, and 51 percent of those people believe that the walkability of their neighborhood contributes to that quality of life.

The report found that women, particularly young women, prioritize walkability and public transit more than older or younger men. Fifty-four percent of young women said that sidewalks and places to take walks is a very important factor in deciding where to live, and 39 percent said the same about having public transit nearby. However, when it comes to a short commute to work, youth was a greater indicator of preference than gender; 49 percent of young women and 48 percent of young men said being within a short commute to work was a very important factor in deciding where to live.

While 60 percent of adults surveyed live in detached, single-family homes, 21 percent of those respondents said they would rather live in an attached home and have greater walkability. Sixty percent of those surveyed also said that they would be willing to pay a little or a lot more to live within walking distance of parks, shops and restaurants.

When selecting a new home, respondents indicated that they would like choices when it comes to their community's transportation options. Eighty-six percent of survey participants said that sidewalks are a positive factor when purchasing a home, and 80 percent place importance on being within easy walking distance of places.

When it comes to respondents' thoughts on transportation priorities for the government, 73 percent indicated that maintaining and repairing roads and bridges should be a high priority, with expanding roads to help alleviate or reduce congestion as the next highest priority, at 54 percent.

The survey of 3,000 adult Americans living in the 50 largest metropolitan areas was conducted by American Strategies and Meyers Research in September 2017.

The National Association of Realtors[®], "The Voice for Real Estate," is America's largest trade association, representing 1.3 million members involved in all aspects of the residential and commercial real estate industries.

FORTUNE

Elon Musk Calls Transit Expert 'An Idiot' and Says Public Transport 'Sucks'

By David Z. Morris

December 16, 2017

Tesla CEO Elon Musk went decidedly low-brow in an exchange with transportation experts on Friday, following reports of comments in which Musk called public transport a “pain in the ass” and suggested the subway was a great place to bump into a murderer.

The fracas began when *Wired* on Thursday published comments made by Musk at an artificial intelligence conference earlier this month. Musk said that “public transport is painful. It sucks. Why do you want to get on something with a lot of other people, that doesn’t leave where you want it to leave, doesn’t start where you want it to start, doesn’t end where you want it to end?”

Musk further said that using public transit meant rubbing shoulders with “like a bunch of random strangers, one of who might be a serial killer. . . that’s why people like individualized transport, that goes where you want, when you want.”

A Boring Company spokesman sought to clarify to *Wired* that Musk was criticizing current public transit systems, not the concept of public transit as such. Musk’s ambition, which he’s pursuing through projects including The Boring Company, is to replace subways and buses with autonomous, individualized ‘pods’ to take riders precisely where they want to go, on demand.

Musk described the report as “misleading and misanthropic,” saying his comments were a “brief digression.”

But critics pounced on Musk’s description of shared transit as an unpleasant safety risk, arguing that Musk’s views were elitist, and that his vision of individualized transit is a pipe dream.

Jarrett Walker, a prominent public transit advocate and consultant, entered the fray by describing Musk’s disdain for public transit as “a luxury (or pathology) that only the rich can afford,” and accusing him, in essence, of attempting to impose his phobia of strangers on everyone.

Musk swiftly tweeted a terse reply to Walker: “You’re an idiot.”

The exchange triggered a broader Twitter debate about Musk’s opinions on transit, with much of the discourse coming from city planners and urbanists who have long eyed Musk’s dream of individualized transit with suspicion.

Walker, in his summary of the incident, pointed out that “the company of ‘random strangers’ is what a city is.”

One self-described transit advocate even said he had sold his Tesla shares in response to Musk’s comment.

U.S. Transit Agencies Cautious On Electric Buses Despite Bold Forecasts

Reuters Staff

By Nichola Groom December 11, 2017

LOS ANGELES (Reuters) - Communities across the United States are looking to replace their dirty diesel buses, ushering in what some analysts predict will be a boom in electric fleets.

But transit agencies doing the buying are moving cautiously, an analysis by Reuters shows. Out of more than 65,000 public buses plying U.S. roads today, just 300 are electric. Among the challenges: EVs are expensive, have limited range and are unproven on a mass scale.

A typical 40-foot electric bus costs around \$750,000, compared with about \$435,000 for a diesel bus. Cheaper fuel and maintenance expenses can lower the overall costs over the 12-year life of the vehicles.

But those costs can widely depending on utility rates, terrain and weather.

Bus ridership is falling nationwide, according to the American Public Transportation Association, and transit officials say they are trying to keep a lid on fares.

The technology is still a gamble for many cities, says Chris Stoddart, an executive at Canadian bus maker New Flyer Industries Inc (NFI.TO). A top supplier of conventional buses to the U.S. market, the company has just a handful of pure battery electrics in service.

“People worry about being an early adopter. Remember 20 years ago someone paid \$20,000 for a plasma TV and then 10 years later it was \$900 at Best Buy,” said Stoddart, senior vice president of engineering and customer service for New Flyer. “People just don’t want a science project.”

Rival electric bus manufacturers expect dramatic growth; the most ambitious forecasts call for all bus purchases to be electric by 2030.

But even green-energy advocates are skeptical of such rosy predictions. CALSTART, a California-based nonprofit that promotes clean transportation, figures 50 percent to 60 percent of new buses will be zero emissions by 2030.

Market research firm Navigant Research expects electric buses to make up 27 percent of new U.S. bus sales by 2027.

NOT QUITE THERE YET

Transit agencies have found EV performance lags in extreme conditions. In environmentally friendly San Francisco, officials have resisted electrics over concerns about the city's famously steep hills.

"The technology isn't quite there yet," Erica Kato, a spokeswoman for the San Francisco Municipal Transportation Agency, said in a statement.

Weather is also a major challenge.

An electric bus tested last year near Phoenix wilted in the summer heat due to the strains of running the air conditioning. The vehicle never achieved more than 89.9 miles on a charge, less than two-thirds of its advertised range, according to a report by the Valley Metro Regional Public Transportation Authority.

In Massachusetts, two agencies running small numbers of electric buses - the Pioneer Valley Transit Authority in Springfield and Worcester's Regional Transit Authority - say the vehicles weaken in extreme cold and snow. They have no plans to acquire additional EVs, officials at those agencies said.

Even places with successful pilots have downplayed expectations. Seattle's King County Metro transit agency soon will be operating more than a dozen vehicles by three manufacturers, according to Pete Melin, director of zero emission fleet technologies. The agency likes what it has seen so far.

Still, Melin said, high electricity rates from the local utility at peak demand periods are a concern. And the lack of a uniform charging system among bus makers has complicated Seattle's goal of running an all-electric fleet by 2034.

"We have caveats to becoming zero emissions," Melin said in an interview.

Another worry is government funding. Federal money for bus purchases is about 25 percent lower than it was five years ago, according to Rob Healy, vice president of government affairs for the American Public Transportation Association.

An Obama-era program that sets aside \$55 million a year in grants to help transit agencies purchase clean buses will expire in 2020 if not renewed by Congress.

THE EV BUS HEAVYWEIGHTS

In addition to New Flyer, the fledgling U.S. electric bus industry has two other major players: Chinese automaker BYD, which is backed by Warren Buffett's Berkshire Hathaway Inc (BRK.A); and Silicon Valley startup Proterra Inc.

BYD and Proterra began selling electric buses into the U.S. market several years ago, and have 165 and 126 vehicles on the road today, respectively.

Both are ramping up U.S. manufacturing on expectations that EVs will account for nearly all new bus sales in a little over a decade. BYD has a plant in Lancaster, California, while Proterra has manufacturing facilities in City of Industry, California and Greenville, South Carolina.

Buffett paid \$230 million for a 10 percent stake in BYD in 2008. Today the company has a market capitalization of \$25 billion, thanks mainly to China's aggressive move to electrify transportation. More than 15 percent of the 608,600 buses in China are pure electric, according to government data.

Proterra investors include venture capital firm Kleiner Perkins Caufield & Byers and the venture capital arm of General Motors Co (GM). Proterra, based in Burlingame, California, is planning an initial public offering, but would not give a timeline for the debut.

Chief Executive Ryan Popple said range is improving quickly. The company is currently shipping models with up to 350 miles of range, but new battery technology is expected to boost that by nearly 30 percent.

"We're starting to outstrip the market requirement in terms of what city buses actually do," Popple said. "It opens up new markets for us."

Notably, Proterra's growth should also lift the fortunes of U.S. wind blade maker TPI Composites Inc (TPIC.O), which struck a deal to build up to 3,350 lightweight bus bodies for the EV bus maker over the next five years. Raymond James analyst Pavel Molchanov estimated the deal could account for 12 percent of Scottsdale, Arizona-based TPI's revenue in 2019.

Winnipeg-based New Flyer, meanwhile, has won some big orders, including a deal to supply up to 100 electric buses to Los Angeles County Metropolitan Transportation Authority. Still, company executives view electrification as a gradual transformation.

“It’s going to be a slow, methodical rather than an absolute disruption type environment,” CEO Paul Soubry said on a conference call with analysts last month.

WORKING WELL, WITH TRADE-OFFS

Despite the technology’s limitations, some U.S. transit agencies are hitting the accelerator on their electric conversions. IndyGo, which serves greater Indianapolis, has struck a deal with BYD to purchase 31 electric buses, with the option to add dozens more, in addition to the 21 already in its fleet, according to an IndyGo board of directors meeting report from July.

Agency spokesman Bryan Luellen said the EVs have reduced fuel and maintenance costs by up to half compared to conventional buses.

Foothill Transit, in Southern California, has been operating Proterra buses since 2010. It now has 17 in its fleet, with 13 more scheduled to arrive before the end of the year, according to spokeswoman Felicia Friesema.

Still, both agencies acknowledged trade-offs due to the limited range of these vehicles. Foothill has mainly confined its electric buses to a short 16-mile route. The Indianapolis EVs run primarily during the morning and evening rush hours, not all day long like the diesel workhorses that remain the mainstay of the fleet.

Still, IndyGo’s Luellen figures the best is yet to come.

“With battery technology evolving rapidly we think it’s a big opportunity for us to maximize our budget and do more,” he said.



Trump Huddles With Transportation Leaders Ahead Of Expected Infrastructure Plan

By Melanie Zanona - 12/11/17



© Getty Images

President Trump huddled with key transportation leaders at the White House on Monday ahead of the administration's release of its long-awaited infrastructure proposal next month.

Trump met with Transportation Secretary Elaine Chao and House Transportation and Infrastructure Committee Chairman Bill Shuster (R-Pa.), who are both expected to be key players in the president's rebuilding initiative.

"Today's meeting with the President was a very positive step forward as we begin to work towards improving America's infrastructure," Shuster said in a statement. "We had a good, productive discussion, and I look forward to working with the President, the Administration, and my congressional colleagues as we move into the new year to identify specific proposals and priorities."

Also joining the Oval Office meeting were Chief of Staff John Kelly, Director of Legislative Affairs Marc Short and National Economic Council Director Gary Cohn.

"The President had a productive meeting with Rep. Shuster, during which they discussed the President's bold plan for rebuilding America's infrastructure, which has fallen into an unacceptable condition due to decades of misguided policies," said a White House spokeswoman. "He looks forward to working with Rep. Shuster and his colleagues in Congress to turn this vision into legislation next year."

The White House said it plans to submit "detailed legislative principles" to Congress in early January outlining Trump's infrastructure vision. Officials are still putting the finishing touches on the roughly 70-page document, which is expected to serve as the building block for lawmakers to write actual legislation next year.

The administration has said it wants to use \$200 billion in federal seed money, along with significant permit reform and other incentives, to leverage \$1 trillion worth of overall infrastructure investment in the country.

Trump has long promised to upgrade U.S. roads, bridges and other public works, but the issue has taken a back seat to other GOP priorities in Congress this year.

But the president indicated in late November that the White House would move on to infrastructure immediately after the GOP-led Congress passed its tax-reform plan, which Republicans are hoping to have on Trump's desk by Christmas.

The biggest question looming over the massive infrastructure proposal is how to cover its price tag.

One of the potential infrastructure offsets — international tax reform — is instead being used to pay for the GOP tax package.

Some lawmakers have already been bracing for Trump's infrastructure plans to land on Capitol Hill.

Shuster said he met with House Speaker Paul Ryan (R-Wis.) last week to discuss the infrastructure effort.

The moderate Problem Solvers Caucus has been working on their own report to highlight some bipartisan rebuilding ideas.

And Rep. Ted Yoho (R-Fla.), a member of the far-right House Freedom Caucus, said last week that lawmakers are "kicking around" a new infrastructure funding idea, though he declined to elaborate.

Bloomberg View

China Goes All In on the Transit Revolution

Just one city's fleet of electric buses is bigger than the five largest North American bus fleets combined.

By: Nathaniel Bullard

December 8, 2017, 11:00 AM PST



An electric bus arrives at a transit depot in Shenzhen, China.-- Photographer: Qilai Shen/Bloomberg

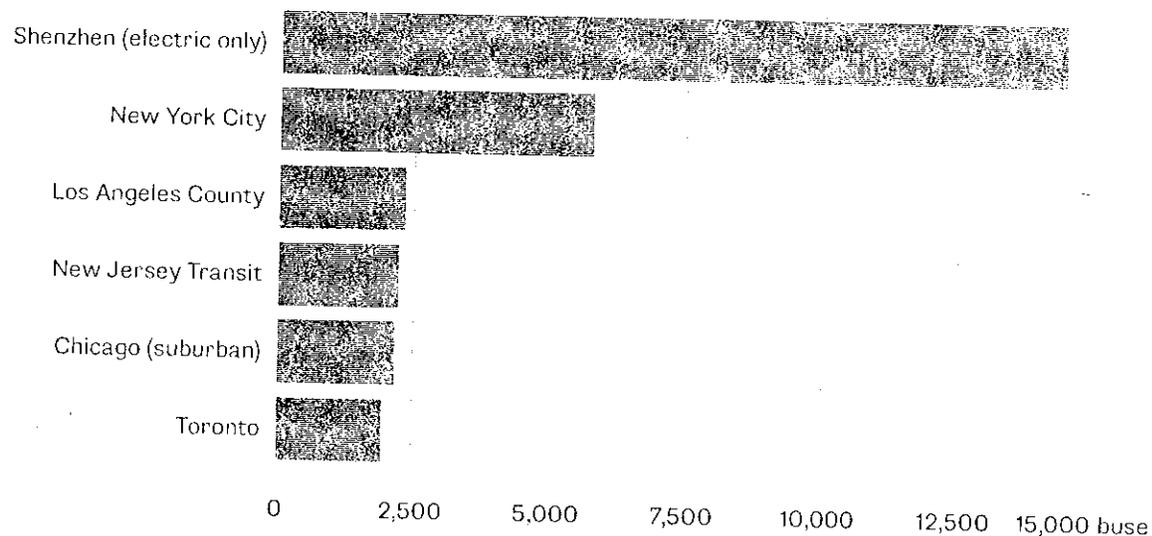
In 2009, the southern Chinese city of Shenzhen rolled out its first electric city bus. As of May of this year, it had 14,500 of them on the road -- and by the end of this month, the city plans to have an all-electric fleet. Shenzhen's efforts are another example of how China is leading the way in transforming urban transportation.

Shenzhen's effort is striking in its scope. The largest city bus fleet in North America is in New York City, whose 5,700 buses put it well ahead of Los Angeles, New Jersey, suburban Chicago and Toronto. These five fleets total 14,200 buses.

Shenzhen's fleet of electric buses is bigger than the five largest North American bus fleets *combined*. Not their electric bus fleets -- their *entire* bus fleets.

How One City Beats a Continent

Shenzhen's electric bus fleet vs. five largest North American fleets



Sources: WRI Ross Center, Metro Magazine

Shenzhen's buses represent only a small fraction of China's total electric bus sales, which reached 116,000 last year. My colleague Aleksandra O'Donovan has noted there are four key factors driving China's rapid deployment of electric buses:

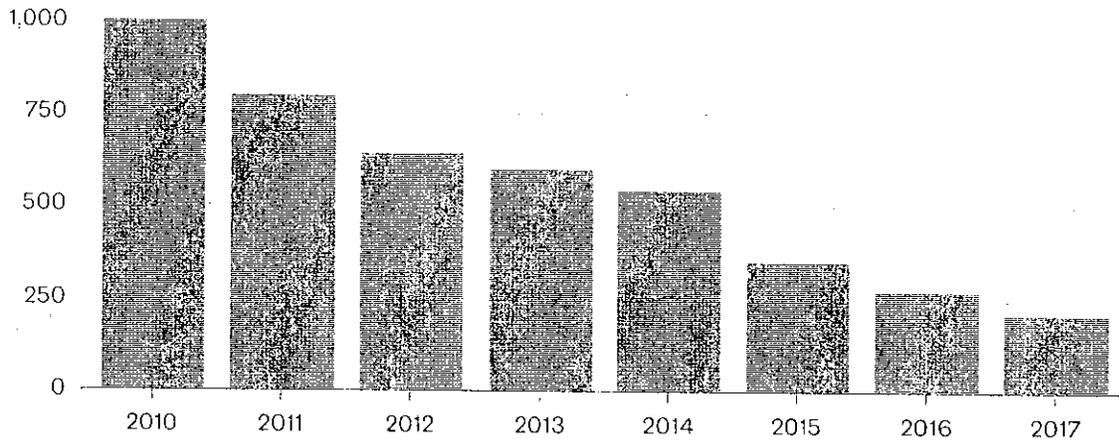
1. Government support. Ample national and regional subsidies have helped lower the price of an electric bus from twice that of an internal combustion engine bus to roughly equal today.
2. Urban air pollution and a desire to reduce oil imports.
3. Many Chinese cities are building their public transit networks from scratch. New, electric-bus-specific infrastructure can be built, and buses can be rolled out without having to fit into an existing fleet's renewal cycle.
4. Industrial policy. The central government actively encourages investment in battery manufacturing. For Shenzhen, it doesn't hurt that the world's third-biggest lithium-ion battery manufacturer, BYD Co. Ltd., is located in the city; it also doesn't hurt that BYD builds buses, too.

Another reason electric buses have become far more affordable? A striking decline in battery costs. The price of a lithium-ion battery pack is down 80 percent since 2010, per the latest Bloomberg New Energy Finance survey.

Driving Down Costs

Price of lithium-ion battery packs

\$1,250 per kilowatt-hour

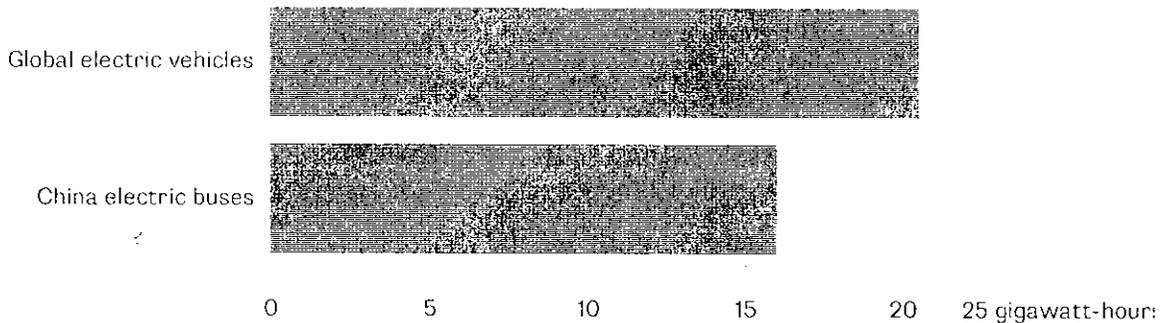


Source: Bloomberg New Energy Finance survey

Such significant cost improvements are the result of a virtuous circle: As costs fall, they encourage deployment; as deployment drives demand, manufacturing increases; as manufacturing increases, costs fall. On the deployment arc of that circle, my colleagues expect global electric vehicle sales to reach nearly 1.1 million this year, up from 695,000 last year. But given the size of an electric bus's battery pack as well as the country's electric bus sales, China's demand for electric bus batteries is almost equal to that of demand for *all* electric vehicle batteries.

Nearly Equal

Total demand for batteries, 2016



Source: Bloomberg New Energy Finance

“When I think of where EVs are going, it’s clearly the case that China will lead the world in EV development,” Ford Motor Co. Executive Chairman William C. Ford Jr. said this week in Shanghai. It looks like China already is.



Trump To Release Infrastructure Plan Next Month

By Melanie Zanona and John Bowden - 12/07/17



© Getty Images

President Trump will unveil his long-awaited proposal to rebuild the nation's infrastructure next month, a White House official told *The Hill* on Thursday.

Trump will release "detailed legislative principles" in early January, the official said, delivering on a longstanding promise to invest in America's infrastructure. Trump had vowed during the 2016 campaign to invest \$1 trillion in infrastructure projects, though the issue has taken a backseat to other GOP priorities in Congress this year.

But the White House has been working behind the scenes to craft a detailed, 70-page infrastructure memo. The document, which will be submitted to Congress next month, will likely serve as the building block for lawmakers to write actual legislation.

The administration has long said it wants to use \$200 billion in federal seed money, along with significant permit reform and other incentives, to leverage \$1 trillion worth of overall infrastructure investment.

The president indicated in late November that the White House would move on to infrastructure after the Republican-led Congress passed the GOP tax reform plan.

Republicans are expected to iron out differences between their tax bills in the coming weeks after the House passed its plan last month and the Senate passed its version late last week.

“We’ll be submitting plans on infrastructure ... soon after taxes,” Trump said in November at the White House.

House Transportation and Infrastructure Committee Chairman Bill Shuster (R-Pa.) told The Hill after emerging from Speaker Paul Ryan's (R-Wis.) office Wednesday that he had discussed infrastructure with leadership, another sign that the rebuilding initiative could be imminent.

Critics of the Trump administration say that passing an infrastructure bill is unlikely after the White House missed an opportunity to link it directly to the tax-reform bill.

“If they’d taken up infrastructure, we’d have a bill today and have the money to fund it,” said former Rep. Ray LaHood (R-Ill.), who helmed the Department of Transportation under President Obama.

“Nothing happened this year, so the prospects of anything happening next year I think are pretty slim,” he said.

The White House scrapped plans earlier this year for a council of outside advisers to help the Trump administration craft an infrastructure bill.

And while there is wide consensus on Capitol Hill about the need to upgrade crumbling U.S. infrastructure, there is far less agreement over how to pay for it.

One of the potential infrastructure offsets – international tax reform – is instead being used to pay for the GOP tax package.

Rep. Ted Yoho (R-Fla.), a member of the far-right House Freedom Caucus, said on Thursday that lawmakers are "kicking around" a new funding idea, though he declined to elaborate.

"It's outside of the box thinking," Yoho told The Hill.

Eco Pass Cost Increase Looming

Student Leaders Weigh Their Options

Melissa Maria Martinez, Times Staff
December 5, 2017



Kevin Prim - VTA Eco passes allow students to use public transportation for free.

The SJCC associated students will consider asking the entire student body to vote on raising student fees to help absorb the cost increase associated with the VTA Eco Passes.

Vice Chancellor Doug Smith said during a finance committee meeting if the students did not pass the fee increase the district might have to end the program.

Student outreach coordinator Juan Hilario Garcia said students should not go into a full-on panic.

“It’s not something that is going to affect students in the spring,” Garcia said. “Whatever the cost, it is still reasonable in a sense that you’re not having to pay the thousands of dollars it costs per year (to ride VTA.)”

The VTA Eco Pass program was implemented and paid for by students. In 2016, students voted to increase their fees to collectively pay to provide Eco Passes to students for free while attending school at SJCC, \$9 for full-time students and \$4.50 for half-time.

In March, VTA decided to raise the cost and the district voted to accept the terms of the agreement to continue offering the program to students without any disruption.

SJCC President Byron Breland said the associated students would have to first ask the entire student body if they were OK with approving the increase.

“If there were going to be a fee increase it would go forward as a result of the students asking for the fee increase,” Breland said. “It’ll be about a four dollar increase for full-time students and a four dollar increase for part-time students.”

CA: SLO is Facing a Major Budget Shortfall

Nick Wilson On Nov 29, 2017

Source: McClatchy

Nov. 29--Over the next few months, the San Luis Obispo City Council will be faced with making a decision about how best to cut \$8.9 million from its budget over the next three years due to pension-related shortfall projections.

And that's on top of costs that are projected to escalate in future years if the city doesn't pay down its obligations sooner rather than later.

The city is now asking for the public's help in a two-question online survey to create a Fiscal Health Response Plan that will help the city solve its financial challenges.

The public suggestions from the survey will be presented to the City Council at its Dec. 12 meeting.

City leaders are looking at cutting \$7.5 million from the general fund and about \$1.4 million from funds that include water, wastewater, transit and parking. Rate increases for water and sewer are not being considered to help pay for the pension costs.

The city is considering four main ways to address the shortfall: operational reductions, increased employee contributions into retirement funds, new ways of doing business, and revenue options that could potentially increase income.

The city's two questions are: What feedback do you have about the potential components of the Fiscal Health Response Plan, and what ideas do you have for workable solutions to address the problem?

A variety of factors have contributed to the problem, including losses from the recession, more conservative investment assumptions and increasing city costs to cover pension payments.

California Public Employees' Retirement System (CalPERS) announced in December that it would lower its expected average rate of return on pension investments from 7.5 percent to 7 percent over a three-year period.

For San Luis Obispo, annual costs for CalPERS will more than double in 10 years, from \$7.8 million in 2014-15 to \$19 million in 2024-25.

The city's unfunded liability, the difference between the estimated cost to pay retirement obligations and the market value of the city's assets currently set aside to fund them, is more than \$140 million.

On Dec. 12, City Council members will give feedback on the components of the Fiscal Health Response Plan, which will be considered for adoption in April 2018. The plan will help guide the city's 2018-19 Supplemental Budget, to be adopted in June 2018.



Uncertainty Mounts Over Timing Of Trump's Infrastructure Plan

By Melanie Zanona - 11/28/17



© Greg Nash

Uncertainty is growing on Capitol Hill over whether the Trump administration will immediately turn to an infrastructure package after Congress finishes tax reform.

President Trump has promised to unveil his long-awaited rebuilding plan after taxes, but he may be eager to first revisit the health-care debate, according to a top Republican.

The issue was discussed during a meeting between Trump and the Senate GOP conference at the Capitol on Tuesday.

“He’s interested in [infrastructure]. That came up. It’s on his to-do list for next year, in addition to health care,” Sen. John Thune (R-S.D.), chairman of the Commerce, Science and Transportation Committee, told reporters.

But when pressed on whether infrastructure would be Trump’s No. 1 priority in 2018, Thune demurred.

“Well, he would love to get back on health care. I think a lot of it depends on when and if we have 50 votes for something,” he said. “But infrastructure, I think, he wants to tee up right behind that.”

An infrastructure package, which was once billed as a priority for Trump’s first 100 days in office, has taken a back seat to other GOP initiatives this year.

Trump said he would submit a rebuilding proposal to Congress after taxes, but that could be complicated if the White House prods Republicans to try to repeal and replace ObamaCare again.

Trump also recently vowed to push for welfare reform after taxes, throwing yet another knotty issue onto lawmakers’ plates.

There had been some hope that infrastructure could be tied to tax reform, but Thune said Tuesday that is unlikely to happen.

“Some of those conversations have been had in the past with Democrats about what it would take to get them to vote for a tax-reform bill, and could it be coupled with infrastructure,” Thune said. “But I think at this point it’s pretty clear that ... tax reform is going to travel on its own.”

MASS TRANSIT

CA: Petition Kicks Off to Repeal Increase in California Gasoline Tax

Rob Nikolewski On Nov 28, 2017

Source: McClatchy

Nov. 27--An effort to repeal an increase in gasoline taxes in California kicked off Monday afternoon, with supporters saying the hike overburdens motorists while critics say a reversal would blunt a \$52 billion effort to shore up the state's roads and bridges.

At the beginning of this month, the first iteration of Senate Bill 1 or the Road Repair and Accountability Act started to go into effect, raising the state excise taxes on gasoline by 12 cents to 41.3 cents a gallon. By the time the legislation is fully in force in July 2019, that number will climb to 47.3 cents per gallon.

"We need to stop the car and gas tax hikes because, number one, it's hurting working families," said Carl DeMaio, a former member of the San Diego City Council and now a talk radio host who has helped spearhead the repeal. "Secondly, the money is being diverted time and time again from road repairs and road expansion to any special interest project the politicians have."

To be placed on a statewide ballot in November 2018, the petition needs 585,407 signatures from registered voters by March.

The tax hike is expected to raise \$5.2 billion a year over the next decade.

The increase also affects diesel fuel. The state's diesel excise tax went up 20 cents a gallon and the diesel sales tax will see a 5.75 percent increase.

Vehicle registration fees will also go up between \$25 to \$175 per year, depending on the value of the car. The tax also establishes a \$100 annual registration fee for zero-emission vehicles, starting in July 2020.

Supporters say the increase is needed to upgrade the state's transportation infrastructure, as well as reduce traffic jams, improve mass transit and expand bike lanes.

According to state estimates, a \$130 billion backlog in transportation repair and replacement projects has piled up. Analysis of Senate Bill 1 said rough roads result in each driver in California spending about \$700 a year in extra vehicle repairs.

Groups including the California Chamber of Commerce, the Southern California Association of Governments and the Fix Our Roads Coalition, a collection of business and labor groups and transportation advocates, came out in favor of SB1.

"I think we reached a tipping point last year when we had all of that heavy rain, washouts on the roads and situations across the state where Caltrans was closing highways and this was because of decades of neglected infrastructure," said Michael Quigley, executive director of the California Alliance for Jobs, one of the members of the coalition.

Passed by the Legislature, which is dominated by Democrats, Senate Bill 1 has been controversial from the moment Gov. Jerry Brown signed it into law in April.

Republican critics say revenue from previous gas tax increases have been diverted to other spending programs. Democrats say SB1 has protections in place to prevent misuse of the money and voters can enshrine the protections into law in June 2018.

The bill has also resulted in DeMaio leading an effort to recall state Sen. Josh Newman, D-Fullerton, for voting in favor of SB1. Newman was elected last year in a close race and his removal would threaten the Democrats' super-majority in Sacramento.

Last month, radio ads targeted a pair of Democrats in the Assembly who voted yes. The ads were paid for by a group representing farmers who say the gas tax increase will cost them more to get crops to market.

Advocates for repeal at Monday's news conference included City of Vista City Council Member Amanda Young Rigby, Escondido Mayor Sam Abed and Rancho Santa Fe businessman John Cox, who is running as a Republican for governor in 2018.

"People do want roads repaired, they do want money spent on infrastructure," Cox said. "But they know that the money is being wasted."

The group said the gas tax increase costs a typical family of four \$779 a year.

"California collects (the) most money in the nation for road repairs and freeways," Abed said, "and yet we have the worst freeways and roads in the nation."

But backers of SB1 say repeal would be a mistake.

"They just want to see us go backward," Quigley said. "Those bills for dilapidated and deficient infrastructure are going to come due for future generations and it will only be more expensive."

The measure backed by DeMaio and others would repeal the tax increase and require that any future raise in gasoline taxes be approved by voters.

Monday's announcement does not represent the only effort to repeal the gasoline tax.

Assemblyman Travis Allen, R-Huntington Beach, has introduced a ballot measure that would simply get rid of SB1. Allen has also announced he is running for governor in 2018.

"I'm not worried about any confusion," DeMaio said. "People know we will get to the ballot with this initiative."

California has one of the highest prices for a gallon of gasoline in the country. According to AAA, the average price of regular in California on Monday was \$3.191 a gallon. Only Alaska (\$3.256) and Hawaii (\$3.241) are higher.

Prior to the passage of SB1, California had the seventh-highest taxes and fees on gasoline in the nation.

At 59.3 cents per gallon, Pennsylvania has the highest gas tax in the nation, according to the Washington, D.C.-based Tax Foundation. But by 2019, it's estimated California will be just one cent behind Pennsylvania, provided that the gas taxes in other states remain the same.

The Mercury News

Building A Better Bus: Can Crowd-Sourcing Bus Routes Solve Bay Area Commuters' Woes?



Commuters hop aboard a Chariot bus, Tuesday morning, November 21, 2017, in the Marina District of San Francisco, California. (Karl Mondon/Bay Area News Group)

By Erin Baldassari ebaldassari@bayareanewsgroup.com, Bay Area News Group
November 27, 2017 at 6:00 am

SAN FRANCISCO — Long maligned as the least desirable form of public transit, buses are making a comeback.

These aren't the lumbering behemoths most often associated with frequent stops, long rides and dingy carriages. Enter Chariot, Lyft Shuttle, MagicBus and the latest addition to the East Bay, OurBus. With crowd-sourced routes and app-based hailing, cushy interiors and shorter rides, these privately-owned services are positioning themselves as serious competitors to public transit.

That has transportation experts hopeful the new services will get cars off the road, reduce traffic and provide options for commuters where there are limited or no bus routes. But those same experts also question whether the upstarts will threaten the viability of public transit by siphoning passengers and making it more difficult for public operators to serve the lowest-income and wheelchair-bound riders who depend on them.



Mimi Nishiguchi rides aboard the Chariot bus driven by Yanira Linares, Tuesday, November 21, 2017, in San Francisco, California. (Karl Mondon/Bay Area News Group)

For East Bay resident Jay Nag, it all comes down to cost and convenience. He started using OurBus after his company moved its offices from Pleasanton to San Francisco.

Nag had been taking three different services to get from his Pleasanton apartment to his job in San Francisco, including a public bus, BART and a company-provided shuttle to his Mission Bay office. If he missed just one of those connections, he'd be stuck waiting at least 20 minutes for the next leg, he said. Now, he walks out of his apartment to the bus stop and then gets dropped off in front of his office.

"It's definitely eased my commute," Nag said of the nascent service. "It's much more convenient."

OurBus crowd-sources its routes, opening new lines when enough people ask for them, and it specializes in filling the gaps left by public operators, said Axel Hellman, a transportation planner for OurBus. Similar to the employer-provided tech shuttles that have multiplied in the Bay Area in recent years, OurBus uses large charter buses outfitted with WiFi, individual electrical outlets and reclining seats.

MagicBus, which launched in 2015, operates with a similar model, but with smaller vehicles that cart passengers from San Mateo, Palo Alto and Foster City into San Francisco.

OurBus just started running its first Bay Area route earlier this month, but both company's arrival in the region will be an important experiment to watch, said Ratna Amin, a transportation planner at SPUR. For years, SPUR, an urban planning think tank, has advocated for a regional bus network that minimizes the number of transfers and offers passengers a more seamless commute.

"Most of our public transportation operators face boundaries on where they can and can't operate," she said. "There are a lot of markets that don't get served well, especially the ones crossing county boundaries and places that have grown more recently, such as the South Bay."

If private companies can fill in the gaps to provide routes public operators aren't offering and shift more people away from driving by themselves, that could help reduce traffic congestion, improve the environment and free up parking spaces in busy downtown areas, Amin said. But it's a problem when the services clog bus stops, making the buses even slower. Or when they duplicate routes and steal passengers, whose fares help pay for the taxpayer-funded operations, she said.



Chariot buses cue up for the morning commute. Tuesday, November 21, 2017, on Lombard Street in San Francisco, California. (Karl Mondon Bay Area News Group)

Such was the case in San Francisco, where Chariot operates its public routes and where Lyft started offering its “shuttle” service earlier this year. Lyft Shuttle uses regular passenger vehicles, but they only stop at designated points along a set route and the prices are fixed. Think of it as a jitney service with sedans, rather than vans.

Chariot works in a similar way, except with larger vehicles that seat around a dozen people. In addition to its public routes in San Francisco, the company also contracts with employers to shuttle workers in the South and East bays as a private service.

Transportation officials in San Francisco and Marin counties cried foul last year when Chariot petitioned the state to expand its public service beyond the city. The county agencies complained the company shouldn’t be allowed to expand since its vehicles were already wreaking havoc on public transit and other drivers by blocking bus stops, crowding driveways and stopping in the middle of the street, according to documents filed with the California Public Utilities Commission.

Chariot ultimately pulled its application, and San Francisco officials agreed to let the company use loading zones for passenger pick up, but that hasn’t stopped city officials from clamping down on the upstart service. Last month, officials at the San Francisco Municipal Transportation Agency approved new rules requiring Chariot, or any other jitney service, to submit its operating data to the agency and provide wheelchair accessible vehicles.

The agency’s governing board is still considering a more controversial proposal to limit private competition with the public service by banning jitney routes that mimic MUNI lines at least 75 percent of the time. Transportation experts, however, urge caution.

The services are so new, there just isn’t a lot of data about whether they help or hinder public transit, said Susan Shaheen, the co-director of UC Berkeley’s Transportation Sustainability Research Center.

“In many cases, these services can be more expensive than public transit so they may be attracting a different ridership base,” Shaheen said.

Prices for the services vary. Lyft Shuttle, for example, charges \$3.50 for a ride, compared to \$2.50 on MUNI. Chariot charges \$5 per ride during peak commute times and \$3.80 during off-peak hours. And OurBus passengers pay \$8.85 per one-way trip, compared to \$6.15 on BART.

But for many Chariot riders on board its Chestnut Bullet route on a recent Tuesday, price was not the primary concern. Several passengers said they had lived in San Francisco for a few years without ever stepping foot on a MUNI bus.

“I just had heard such awful things about (MUNI), I felt like I never needed to take it,” said three-year San Francisco resident Alex Adam, adding people people told her, “It’s dirty, and you never know who will be on it.”

Others, however, have certainly been swayed by the new service. Jack Yandell has been living in San Francisco for the past nine years and was a regular MUNI rider until he got fed up with buses passing by his stop because they were already packed full with passengers.

“(MUNI) has improved more recently with the double-long buses, so there is more room,” Yandell said. “But there just used to be no other options for years, and the city wasn’t doing anything about it.”

Rather than clamp down on the new startups, transportation experts say officials should be seeking to learn from them, instead. Those companies may come up with solutions public officials haven’t yet dreamed of, said Darnell Grisby, the director of policy development at the American Public Transportation Association.

“Experimentation can create some fears in various corners ... and that’s natural,” Grisby said. “One think we probably should not do at this stage is be overly prescriptive.”

San Francisco Chronicle

1st Bus Service At New Transbay Transit Center Slips Into Mid-2018

By Matier & Ross

November 26, 2017 Updated: November 27, 2017 6:00am



Photo: Santiago Mejia, The Chronicle

Pedestrians pass by the nearly completed Transbay Transit Center in September. Wiring of the terminal is not expected to be finished until March, pushing back the opening.

It's looking like the first AC Transit buses won't be pulling into San Francisco's \$2.2 billion Transbay Transit Center until as late as June because of delays in getting the megastructure wired.

games happening on many, many days when we have classes," Shanoski said. "There will be construction, and that will of course be loud and disruptive, and it will affect the traffic in the area, which is already a problem."

Shanoski said the union also shares the concerns of residents in nearby working-class neighborhoods that a ballpark will touch off a wave of gentrification.

“There is the potential for speculators buying up land and displacing both nearby residents and residents of Chinatown, where rents are already sky high,” Shanoski said.

The Associated Students of Laney College also weighed in with a “no” vote. “The night games, the alcohol, the disruption — it would destroy everything that Laney stands for,” said the group’s president, **Keith Welch**.

As for the money that leasing the land from the Peralta district would bring to Laney, Welch said, “The A’s think money can move anything. Well, it won’t move us.”

A recent poll conducted for the Oakland Chamber of Commerce indicated that city residents back the ballpark proposal by a 2-1 ratio. But at least one City Council member, **Noel Gallo**, said the students and faculty may have a point about this particular location.

“I was surprised that the A’s chose this site to begin with,” said Gallo, whose district does not include the would-be ballpark spot. “I would like to see them stay at the Coliseum, where the infrastructure is already in place.”

Gallo also noted that Oakland and Alameda County voters have invested millions of dollars in the Laney campus.

“This property may be a challenge to get it approved,” Gallo said.

The Peralta district’s Board of Trustees will begin studying a possible deal next month. Expect the faculty union to be deeply involved in what is likely to be a yearlong process.

“The money and energy going into studying a ballpark could be better used elsewhere,” Shanoski said.

A’s President **Dave Kaval** declined to comment on the two votes, but said the team is focused “on working with all stakeholders” to come up with a plan that “advances the mission of Peralta colleges.”

Looking down the road, if talks don’t go smoothly, Laney’s faculty and 20,000 students could represent a potent force at City Hall — and at the ballot box.

Human Transit

The professional blog of public transit consultant Jarrett Walker.

Should Transit Agencies Listen More? What Would That Mean?

Posted on November 20, 2017

It's popular to claim that what's wrong with transit is that transit agencies "don't listen" to riders or potential riders, and that doing so would produce better transit service. Is this true?

In some respects, and in some agencies, I'm sure it is. But the implied accusation here can also be false and misleading.

Most transit agencies I know put a lot of effort into getting and managing input from the public, both riders and non-riders. The problem is not that agencies aren't listening. It's that most of the things they hear are not things that they can do something about, or at least not without harming other people. As a result, they don't appear to be doing anything in response to what they hear, which can feed the idea that they didn't listen.

In fact, one of the most common mistakes in transit planning — a mistake encouraged by too many elected officials — is to change something in a way that satisfies a noisy complaint but makes the service worse for everyone else. This is exactly why the simplicity and usefulness of bus systems tends to deteriorate over time — requiring the occasional intervention of a network redesign.

There are really four problems here:

1. **Public feedback processes can never represent people who are busy.** Have you ever attended a public meeting where everyone who came to give comments was either retired or unemployed? Probably not, because you're too busy, but I have been to maybe 100 such meetings as a professional. We love retired and unemployed people too, but a transit system designed around the tastes of people with lots of spare time is likely to be different from one designed for busy people. *The more time it takes to submit a comment, the worse this distortion is*, so it's worst in public meetings and much better with web surveys, intercept surveys and so on. Still, any kind of listening requires a busy person to engage, so busy people will be under-represented. And most people are busy.
2. **Public feedback tends to be low-altitude.** It expresses desires and aversions about specific bus routes or stops, or some detailed aspect of the service. Sometimes these can be addressed at their correct micro scale, but again, often the result is harm to someone else. And it's hard to derive any useful advice about the big policy decisions a government must make from this kind of input.
3. **Public feedback tends not to talk about priorities**, but only about desires and aversions. For example, most unstructured public comments will say "spend more here" without saying where the agency should spend less.

4. **Public feedback is often laced with abuse.** Because so many public comments are not actionable for the reasons outlined above, some members of the public assume that this inaction means that the transit agency isn't *listening*, and that they therefore need to yell louder. And of course, many people are also just angry about other things and direct this anger at anyone who seems to be in authority. (Bulletin: There is a lot of agony and rage in society, especially in the US, for many good reasons that your transit manager can't do much to fix.)

I have been listening to public comments about transit for 25 years — and making them for 15 years before that — so trust me when I say that these patterns are *really* obvious. I do not want to imply that agencies are perfect in how they respond to comments, but I do know that they work harder at this than almost anyone gives them credit for.

Our firm knows of some ways to work with these problems, and we are delighted to see these strategies used more widely. To put it simply, we never ask the public to tell us what they want. We ask them to tell us about *priorities*: How would you choose between this or that? If you want more of this, what should there be less of? We also put a lot of effort into helping people gain altitude, which means thinking about your personal complaint or idea might be an example of a bigger principle worth talking about. Many transit problems — including good network redesign — can only be fixed by first viewing them at a high altitude, looking at the structure of the entire city or the policies that govern the transit agency. So we need to help people come to the necessary altitude to influence those decisions at the scale where they actually occur.

For this reason, our studies rely heavily on groups of invited stakeholders, who are selected because they (a) represent lots of other people, (b) collectively represent the diversity of the community, and (c) have the time and professional interest to focus on the problem. These stakeholders get an intensive education in the high-altitude questions that govern a network design, and the opportunity to have input on them. In return, they commit to represent the study to their own communities of interest — by presenting to whatever groups they represent and helping those groups to engage. This isn't perfect, but it's the least bad way we know of to get input at the right altitude — which requires some education and focus — while still hearing about the experience and perspectives of a diverse public.

Of course, this is only a part of a strategy that also includes a lot of web-based surveying of the public, sometimes with both brief and long surveys to reward different levels of attention and curiosity.

All this is hard, and the outcomes are never perfect, and someone, somewhere is always still angry at the end, but it's the least bad way we've found to have an inclusive and respectful conversation that still reaches a decision, so that something can change for the better.

So be careful about accusing your transit system of not listening. If anything, the problem is often that they listen too passively, rather than reaching out and asking the public the hard questions about priorities that would help them know what's really expected of them. And remember, public outreach is incredibly hard and the people who do it get yelled at no matter what they do. Be kind.

Los Angeles Times

By: Patrick McGreevy Nov. 20, 2017, 4:02 p.m.

Opponents Of California Gas-Tax Increase Get Green Light To Launch Petition Drive For Repeal Initiative



Gas prices are displayed at a Chevron station in Sacramento two days before the state gas tax was increased by 12 cents a gallon. (Rich Pedroncelli / Associated Press)

Republican activists were given the green light Monday to launch a petition drive aimed at qualifying a measure for the November 2018 ballot that would repeal recently enacted gas taxes and vehicle fees meant for road repairs and mass transit improvement.

The proposed state constitutional amendment, which would also require future gas taxes to be approved by the voters, was given a title and summary Monday by the state attorney general's office, allowing opponents of the fuel levies to begin a drive that needs to collect 587,407 signatures of registered voters.

Republicans hope to make the gas tax increases a hot-button issue in the 2018 election for the Democrat-controlled Legislature that approved the hikes.

The main part of the title says the ballot measure “eliminates recently enacted road repair and transportation funding by repealing revenues dedicated for those purposes.” Republicans said a similar title on a separate initiative hid the fact that tax increases were being repealed by calling them “revenues.”

The title issued Monday was denounced as misleading by campaign representative Carl DeMaio, a conservative radio talk show host and former San Diego City Council member.

"Politicians think that a deceptive title and summary will fool voters," DeMaio said. "We've got news for the Sacramento politicians: Californians are smarter than that."

Despite objections to the title and summary, the campaign will start signature collection “immediately” while reserving the right to go to court later to get a better title and summary for the actual ballot measure, DeMaio said.

Two committees set up to qualify a repeal measure have already raised \$675,000, including \$250,000 from Republican gubernatorial candidate John Cox, \$100,000 from House Majority Leader Kevin McCarthy (R-Bakersfield) and \$50,000 from other Republican members of Congress.

The funding will pay for a \$500,000 public awareness campaign on television, radio and print to persuade people during the next few weeks to sign petitions, as well as an email blast of petitions to nearly 300,000 voters who have already said they want to sign, DeMaio said.

“We’re not taking any chances. We’re getting our signatures quick,” he said. “We’re getting them in during holiday season and were going full throttle on public awareness so people know the petition’s out there.”

Supporters of the gas-tax increase say they are prepared to spend up to \$40 million to defeat any ballot measure because decades of neglect have left California with a crumbling, potholed road system and inadequate mass transit.

The campaign against repeal is being led by the Fix Our Roads coalition of business and civic groups, including the League of California Cities and the California Chamber of Commerce. Gov. Jerry Brown, who is termed out of office in 2018 and sits on \$15 million in surplus campaign funds, has already begun to fight the repeal.

In April, Brown signed legislation that will provide \$5.2 billion annually for the first 10 years and more in later years to attack a \$130-billion backlog of needed road and bridge repairs.

The money will come from a 12-cent-per-gallon increase in the state excise tax on gasoline and a 20-cents-per-gallon boost to the diesel tax that took effect Nov. 1.

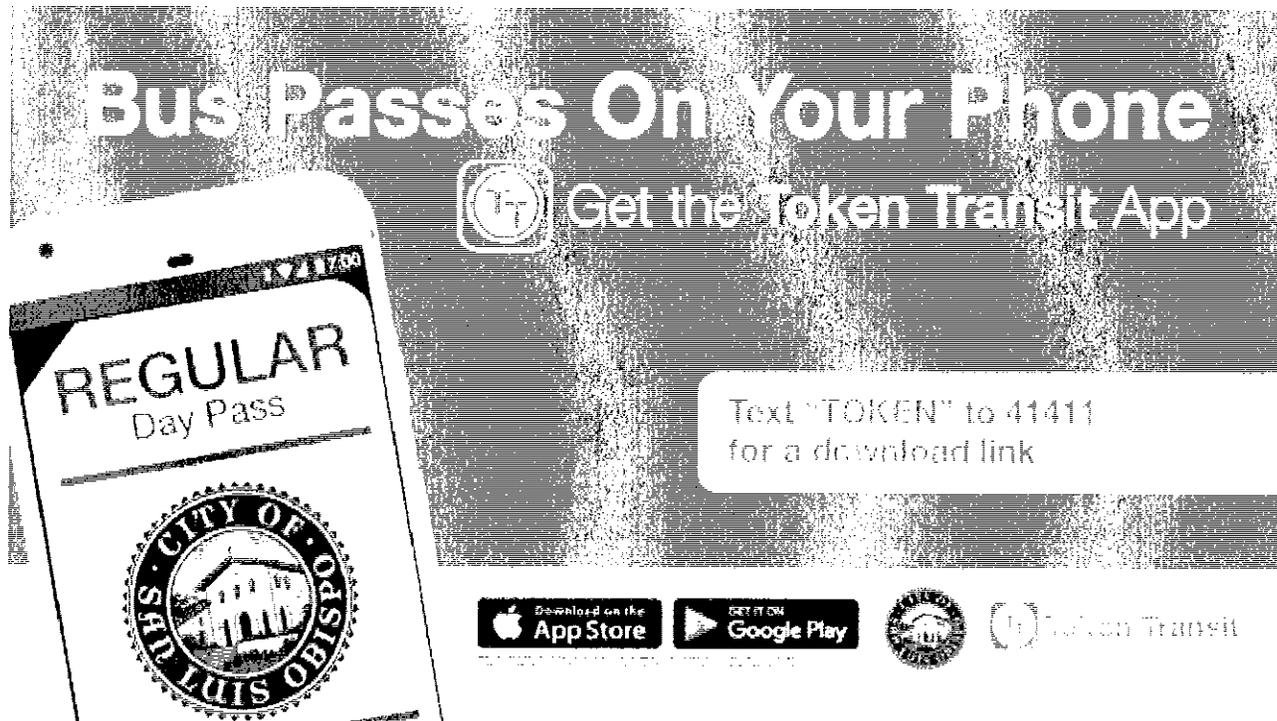
The repeal would also affect a new annual vehicle fee, starting Jan. 1, ranging from \$25 for cars valued at under \$5,000 to \$175 for cars worth \$60,000 or more. Electric car owners who don't pay gas taxes will be billed a \$100 annual fee starting in 2020.

Meanwhile, a second initiative drive that has less funding and support ran into an obstacle when an appeals court overruled a lower court decision that said Atty. Gen. Xavier Becerra's title and summary were biased and failed to emphasize that the measure would repeal tax hikes.

Republican Assemblyman Travis Allen, the primary proponent of the second initiative, plans to appeal the latest ruling to the state Supreme Court, his attorney said.

More Technology Upgrades for SLO Transit

Source: SLO Transit Nov 20, 2017



SLO Transit's Token Transit App.

Photo credit: SLO

The City of San Luis Obispo Transit is rolling out new technology upgrades to make riding the bus even easier. These upgrades include the ability to buy digital bus passes via a smartphone application and a pilot project for real-time bus information at bus stops.

As of early November, SLO Transit now sells digital bus passes via the Token Transit smartphone application. Riders can download the app via their smartphones, create an account and then start buying their digital bus passes. From there, users will simply show or “flash” their pass to the driver from their smartphones for authentication and verification before they board. The use of Token Transit digital bus passes has the added benefit of allowing users to send

digital bus passes to others electronically. All SLO Transit pass types are available for purchase within the app.

Further, SLO Transit will be testing two different solar powered real-time bus information signs. The first sign type is CHK America's Connectpoint Digital Bus Stop, which offers solar-powered, ePaper, real-time departure and schedule information as well as service alerts. These "Smart City" digital signs are equipped with electronic paper displays that provide crystal clear readability any hour of the day or night. This sign type will be installed at the new San Luis Airport bus stop along Route 1A. The second sign type is a solar-powered, real-time information sign from Waysine with an LED display.

These new features are aimed at enhancing transit travel experience while improving passenger satisfaction and reducing passenger anxiety about bus arrivals and where to buy bus passes.

"We are excited about the potential of these new features as we continue to strive to make our city's public transit system more accessible and appealing," said San Luis Obispo Transit Manager, Gamaliel Anguiano. "It's our hope to continue to help free people from the burden of car ownership by making public transportation a more viable and attractive option" he added.

11/20/2017

Metrolink Calls On Congress To Keep Transit Tax Deduction



Eliminating the public transit tax benefit could undercut Metrolink's operating budget, agency officials said. Photo – Metrolink

Metrolink's leaders have asked Congress to maintain a tax deduction benefit for businesses that provide transit passes to their employees.

A proposal in the U.S. House's version of the Tax Cuts and Jobs Bill would remove the federal deduction for public transportation benefits. The change could eliminate the incentive for employers to encourage their workers to use public transit, Metrolink officials said in a press release.

Removing the tax benefit also would "result in an effective tax hike for hundreds of businesses and thousands of employees" in Metrolink's Southern California service area, wrote Metrolink Chairman Andrew Kotyuk in a letter to U.S. Rep. Kevin Brady, Chairman of the House Ways and Means Committee.

More than 280 companies in the Los Angeles metropolitan area offer tickets and passes to their employees.

Furthermore, eliminating the public transit tax deduction would undercut

Metrolink's operating budget and could negatively impact service, officials from the railroad said. About 20 percent of Metrolink's operating revenue comes from companies participating in the railroad's corporate partnership program.

Earlier this month, the American Public Transportation Association (APTA) expressed concern about the proposal to remove the public transit tax deduction in the U.S. Senate's version of the bill. APTA leaders also said that the House version of the tax bill fails to address long-term solvency of the Highway Trust Fund.

California Transit Association

On Board With... Service Above and Beyond

This month brought the California Transit Association's 52nd Annual Fall Conference & Expo to Riverside with the theme Service Above and Beyond. We asked a handful of transit experts for their response to: "What does Service Above and Beyond mean to you?" This diverse group of leaders includes executive management, marketing, operations, a transit board member and a national transit advocate.

Transit California:

One of the first acts of the California Transit Association Program & Conference Committee, a group of individuals dedicated to the production of the Fall Conference, is to select a theme for the year. How does Wendy Williams, Director of Marketing & Planning at Omnitrans, and 2017 Chair of the Program and Conference Committee, sum up *Service Above and Beyond*?



Wendy Williams:

Our 2017 conference theme, *Service Above and Beyond*, captures the spirit of our overarching mission to serve the public by delivering quality transportation options. I believe it also embodies the purpose of the association's fall conference, which is to help move the transit industry in California above and beyond where it is today. We hear from experts about emerging trends, attend workshops to learn about better ways to operate and visit with vendors to see the latest technology. But we never lose sight of the fact that in the end everything comes back to serving the customer.



Transit California:

What does *Service Above and Beyond* mean to Mike Wiley, Former Chair, Executive Committee, California Transit Association and Former Chief Executive Officer/General Manager, Sacramento Regional Transit District?

Mike Wiley:

It means a commitment to excellence and your community. It means staying focused on providing the highest quality of service to the greatest number of customers in your community. It means providing service that enhances the quality of life for all in your community.

Transit California:

How does David Bragdon, 52nd Annual Fall Conference & Expo keynote speaker and Executive Director, TransitCenter, sum up *Service Above and Beyond*?



David Bragdon:

Service Above and Beyond will require U.S. transit agencies to rethink their business models, and focus on the fundamentals that matter most to riders and potential riders: frequency, reliability and speed. Scattering many low-frequency routes over a large geography with low population density should be replaced with strategies that concentrate service on lines in more densely populated areas, where the potential market for transit will support more frequent service into the evenings and weekends. Agencies should look at their route maps, and ask whether bus routes that were drawn fifty years ago fit today's market, and re-allocate service as needed.

To achieve better service outcomes, agency management should set strong measures of performance, using data to drive decisions that improve service. Municipal leaders who recognize the importance of transit should improve street design and zoning to provide a better environment for transit to succeed.

Transit California:

What does Linda Krupa, Chair of the Board for Riverside Transit Agency (and 52nd Annual Fall Conference & Expo Host Agency) think of when asked her opinion of *Service Above and Beyond*?



Linda Krupa:

This year's theme – *Service Above and Beyond* – was especially appropriate for Riverside Transit Agency, given all we've done recently to boost customer service. During the past year, we made major strides by launching a rapid service between Riverside and Corona. We also upgraded dozens of bus shelters, expanded free Wi-Fi to all our buses, and renewed partnerships with area colleges so thousands of students can get unlimited bus rides. We should be proud of how far we've come. But there's a lot of work to do.

As leaders in this field, we are all obligated to continue our education. We need to keep learning not only for the sake of our own agencies, but also for the sake of our customers who rely on our service. As transit agencies, we know that it's never business as usual. The bottom line is all of us need to stay up-to-date on the latest transit strategies and solutions...especially to address challenges unique to California. Let's continue to grow together, to remain committed to our goals, and to follow our passions as we enter a future ripe with possibilities.

Transit California:

For Beverly Greene, Executive Director of External Affairs, Marketing & Communications, Alameda-Contra Costa Transit District, providing *Service Above and Beyond* is about quality of life.



Beverly Greene:

Service Above and Beyond means being able to deliver the reliable, safe, and relevant service which will help to improve the quality of life for our riders and overall community. Whether the riders are commuters trying to get to work, students trying to get to school, seniors getting to their appointments, or anyone else trying to get to where they need to go, public transit needs to deliver above and beyond the service that our riders need and expect.

Additionally, if we as public operators have delivered service above and beyond, our riders will feel good about what they've done to decrease environmental pollution, reduce traffic congestion, and improve the quality of life for our community. This, in turn, will help them to realize the importance of public transit and will lead to their support and advocacy for resources to support continued reliable, safe, and relevant public transit.

Transit California:

To Donna DeMartino, Chief Executive Officer/General Manager of San Joaquin Regional Transit District, *Service Above and Beyond* means extraordinary customer experiences..



Donna DeMartino:

Many conference activities provided examples of what *Service: Above and Beyond* means. One came from opening speaker, Dennis Snow, former executive Disney, who talked about the reputation and success of Disney parks. He said guests don't visit Disneyland just for the rides; they come for the experience. Why is Disney called "the happiest place on earth?" Disney employees are expected to display "on-stage" behavior at all times they are with the public, and they are trained and empowered to ensure that each guest has a "magical" experience.

Another example was presented during our tour of Complete Coach Works, where a banner in their work area said, "Our future depends on building quality products." Something similar holds true for transit: our future depends on providing quality service. If we want to increase ridership, we need to provide an extraordinary experience for the guests who ride our systems. If we hope to reverse the trend of declining ridership, we need to up our game and deliver "Service: Above and Beyond."

Transit California:

How does Alex Clifford, Chief Executive Officer/General Manager of the Santa Cruz Metropolitan Transit District, and recipient of the Small Operator Transit Professional of the Year award see *Service Above and Beyond*?

**Alex Clifford:**

Providing above and beyond service is an intentional act. It means that we develop and nurture a culture that is intent on delivering an exceptional service experience; an experience that makes the customer say, "WOW"! This customer-centric focus enables us to deliver not only the most efficient service possible, but also communicates to our customers how much we value that service. Above and beyond means that as a service provider we must shift from ordinary thinking to extraordinary thinking as we design programs and services that exceed expectations and create unique, WOW! customer experiences.

Providing above and beyond service is an opportunity to create a positive experience. As a public transit provider, we have an opportunity every day to view our service through our customer's eyes and create moments of WOW! for our customers. That is above and beyond service.

Transit California:

How about we conclude our inquiry about *Service Above and Beyond* with Carl Sedoryk, Chief Executive Officer/General Manager, Monterey Salinas Transit and newly elected Chair, Executive Committee, California Transit Association?



Carl Sedoryk:

Beyond the individual projects and programs that we each implement in our own communities, we are working together as an Association to provide mobility services for those in our communities: people who rely on public transit to get to work, to school, to shopping centers, to medical appointments, or wherever they need to be in order to achieve those personal dreams and ambitions that would be denied to them if our services did not exist. Many of our customers are so busy working, or have such limited time means, that they do not have an effective voice in government to influence legislation and regulations impacting public transit. So it is incumbent upon our Association members to work on their behalf in improving mobility options throughout our state.

Santa Clara VTA To Hike Fares, Increase Light-Rail Service In 2018

11/16/2017



The cost of adult fares will grow from \$2 to \$2.25. Photo – Santa Clara VTA

The Santa Clara Valley Transportation Authority (VTA) in January will increase adult fares from \$2 to \$2.25.

The cost of a monthly pass will jump from \$70 to \$80. However, VTA will decrease youth fares from \$1.75 to \$1. The new fare structure also includes free transfers for two hours between all VTA vehicles for riders who purchase electronic fares, agency officials said in a press release.

VTA also will increase frequency on Line 902 light-rail route. Trains on that line will arrive every 15 minutes during the week compared to every 30 minutes.

When Bay Area Rapid Transit's (BART) Silicon Valley Extension begins passenger service in June 2018, VTA will roll out additional service changes and unveil new system maps, time guides and new station signage.

In addition, VTA's light-rail lines will be designated by color once the BART extension opens.

California Clears the Way for Testing of Fully Driverless Cars. Local, Federal Interests Have Concerns.

Liam Dillon On Nov 14, 2017

Source: McClatchy

Nov. 14 -- At the beginning of the year, efforts to put driverless cars on California's streets looked like they were careening.

Uber had defied state officials by failing to get permits to test its technology and then the company shipped its cars to Arizona to test them there. After four years of trying, regulators were still trying to write rules for testing cars without anyone in the driver's seat. Lawmakers and tech industry representatives worried that California was losing its grip on innovation in a sector primed for growth.

Now, after this year's release of guidelines from the state Department of Motor Vehicles, the mood has changed. Californians should expect to see driverless cars tested on the state's roads early next year.

"It's been very exciting to see such responsiveness," said Assemblyman Evan Low (D-Campbell), one of many legislators who had been critical of the state's prior regulatory efforts.

The turnaround in attitudes toward the state's autonomous vehicle rules comes as dozens of other states and the federal government continue to ramp up their efforts to regulate the technology.

In California, 43 companies, including Apple, Google subsidiary Waymo, Uber, General Motors and lesser-known start-ups are approved for testing under the state's rules that require a driver to be able to take control of the car at all times. Industry and regulatory officials expect numerous companies to apply for fully driverless permits once the DMV finalizes its rules in 2018 -- a big change from warnings that companies might flee the state because regulators weren't moving fast enough to allow the cars on the road.

"The murmurs of that have subsided because of the action and the movement by the DMV," said Andrea Deveau, vice president of state politics and policy at industry group TechNet.

Still, major challenges remain for state officials to harmonize their regulations with the concerns of the federal government and local jurisdictions. In the fall, the House of Representatives passed legislation that would expand federal authority over autonomous vehicle operations by giving the federal government full control over the cars' design and performance, including blocking the ability of states to prohibit testing. The Senate is considering its own autonomous vehicle bill.

Around the same time, the National Highway Traffic Safety Administration released guidelines for state and local government regulators, also pointing to a more robust federal role.

Such federal efforts worry Steve Shladover, a UC Berkeley research engineer who has advised state regulators on autonomous vehicles. He's concerned that the federal government will constrain how far the state can go in requiring manufacturers to comply with more stringent safety guidelines. As written, California won't be able to flex its muscle with the auto industry over autonomous vehicles as it has done with emission rules, he said.

"If that sort of prohibition had been in place on the emissions front a number of decades ago, we never would have had the stronger regulations that we do on emissions," Shladover said.

Local governments have their own interests. After Uber and the DMV engaged in a standoff in December over permitting for driverless cars the company was testing in San Francisco, Assemblyman Phil Ting, a Democrat who represents the city, introduced legislation that would have levied large penalties on companies that put their cars on the road without proper permits. The bill didn't go anywhere, and Ting said in an interview he's not sure if he's going to try again in 2018.

Ting, who says he sees self-driving cars tested every day on San Francisco's streets, said he remains worried that the state hasn't given enough authority to local law enforcement if autonomous vehicles violate traffic laws.

"We want to make sure that the police are allowed to do their job," Ting said.

Similarly, cities and counties want to get more data from the state about autonomous vehicle operation.

Marcel Porras, chief sustainability officer at the Los Angeles Department of Transportation, noted the recent approval of a local ballot measure to fund billions of dollars in transit improvements in Los Angeles County. The city needs to know how driverless cars are changing traffic patterns to best use that money, Porras said.

"We have an incredible amount of investment that's been committed by residents of the county to build out Metro's infrastructure," Porras said. "We should be looking at how we should complement that investment, rather than cannibalize it."

DMV officials said they've heard these concerns, and remain committed to requiring the highest safety standards for the technology. The time it's taken the agency to roll out its regulations shows its willingness to listen and how it will handle new rules as the technology continues to change, they said.

"This isn't easy. There are a lot of eyes on it," said Bernard Soriano, the DMV's deputy director. "We don't want to be first and have a product that's not very sound. We want to get this right."

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